Utah's Division of Child and Family Services

Eastern Region Report

Qualitative Case Review Findings
Review Conducted
March 6-10, 2006

A Joint Report by
The Child Welfare Policy and Practice Group
and
The Office of Services Review, Department of Human Services

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I. Introduction

The Division of Child and Family Services (the Division) completed a comprehensive plan for the delivery of services to families and children in May 1999, entitled The Performance Milestone Plan (the Plan) pursuant to an order issued by United States District Court Judge Tena Campbell. On October 18, 1999, Judge Campbell issued an order directing the Division as follows:

> ➢ The Plan shall be implemented.
> ➢ The Child Welfare Policy and Practice Group (the Child Welfare Group) shall remain as monitor of the Division's implementation of the Plan.

The Plan provides for four monitoring processes. Those four processes are: a review of a sample of Division case records for compliance with case process requirements, a review of the achievement of action steps identified in the Plan, a review of outcome indicator trends, and, specific to the subject of this report, a review of the quality of actual case practice. The review of case practice assesses the performance of the Division's Regions in achieving practice consistent with the practice principles and practice standards expressed in the Plan, as measured by the Qualitative Case Review (QCR) process.

The Plan provides for the QCR process to be employed as one method of assessing frontline practice for purposes of demonstrating performance sufficient for exit from the David C. Settlement Agreement and court jurisdiction. Related to exit from qualitative practice provisions, the Division must achieve the following in each Region in two consecutive reviews:

> ➢ 85% of cases attain an acceptable score on the child and family status scale.
> ➢ 85% of cases attain an acceptable score on the system performance scale, with core domains attaining at least a rating of 70%.

The Plan anticipates that reports on the Division's performance, where possible, will be issued jointly by the Child Welfare Group and the Division, consistent with the intent of the monitor and the Division to make the monitoring process organic to the agency's self-evaluation and improvement efforts.

II. Practice Principles and Standards

In developing the Plan, the Division adopted a framework of practice, embodied in a set of practice principles and standards. The training, policies, and other system improvement strategies addressed in the Plan, the outcome indicators to be tracked, the case process tasks to be reviewed, and the practice quality elements to be evaluated through the QCR process all reflect these practice principles and standards. They are listed below:

Protection	Development	Permanency
Cultural Responsiveness	Family Foundation	Partnerships
Organizational Competence	Treatment Professionals	

In addition to these principles or values, the Division has express standards of practice that serve both as expectations and as actions to be evaluated. The following introduction and list is quoted directly from the Plan.

> *Though they are necessary to give appropriate direction and to instill significance in the daily tasks of child welfare staff, practice principles cannot stand alone. In addition to practice principles, the organization has to provide for discrete actions that flow from the principles. The following list of discrete actions, or practice standards, have been derived from national practice standards as compiled by the CWPPG, and have been adapted to the performance expectations that have been developed by DCFS. These practice standards must be consistently performed for DCFS to meet the objectives of its mission and to put into action the above practice principles. These standards bring real-life situations to the practice principles and will be addressed in the Practice Model development and training.*

> *1. Children who are neglected or abused have immediate and thorough assessments leading to decisive, quick remedies for the immediate circumstances, followed by long-range planning for permanency and well-being.*

> *2. Children and families are actively involved in identifying their strengths and needs and in matching services to identified needs.*

> *3. Service plans and services are based on an individualized service plan, using a family team (including the family, where possible and appropriate, and key support systems and providers), employing a comprehensive assessment of the child and family's needs, and attending to and utilizing the strengths of the child and his/her family strengths.*

> *4. Individualized plans include specific steps and services to reinforce identified strengths and meet the needs of the family. Plans should specify steps to be taken by each member of the team, time frames for accomplishment of goals, and concrete actions for monitoring the progress of the child and family.*

> *5. Service planning and implementation are built on a comprehensive array of services designed to permit children and families to achieve the goals of safety, permanence and well-being.*

> *6. Children and families receive individualized services matched to their strengths and needs and, where required, services should be created to respond to those needs.*

7. *Critical decisions about children and families, such as service plan development and modification, removal, placement and permanency, are, whenever possible, to be made by a team including the child and his/her family, the family's informal helping systems, foster parents, and formal agency stakeholders.*

8. *Services provided to children and families respect their cultural, ethnic, and religious heritage.*

9. *Services are provided in the home and neighborhood-based settings that are most appropriate for the child and family's needs.*

10. *Services are provided in the least restrictive, most normalized settings appropriate for the child and family's needs.*

11. *Siblings are to be placed together. When this is not possible or appropriate, siblings should have frequent opportunities for visits.*

12. *Children are placed in close proximity to their family and have frequent opportunities for visits.*

13. *Children in placement are provided with the support needed to permit them to achieve their educational and vocational potential with the goal of becoming self-sufficient adults.*

14. *Children receive adequate, timely medical and mental health care that is responsive to their needs.*

15. *Services are provided by competent staff and providers who are adequately trained and who have workloads at a level that permit practice consistent with these principles.*

III. The Qualitative Case Review Process

Historically, most efforts at evaluating and monitoring human services, such as child welfare, made extensive, if not exclusive, use of methods adapted from business and finance. Virtually all of the measurements were quantitative and involved auditing processes: counting activities, checking records, and determining if deadlines were met. Historically, this was the approach during the first four years of compliance monitoring in the David C. Settlement Agreement. While the case process record review does provide meaningful information about accomplishment of tasks, it is at best incomplete in providing information that permits meaningful practice improvement.

Over the past decade there has been a significant shift away from exclusive reliance on quantitative process oriented audits and toward increasing inclusion of qualitative approaches to evaluation and monitoring. A focus on quality assurance and continuous quality improvement is now integral, not only in business and in industry, but also in health care and human services.

The reason for the rapid ascent and dominance of the "quality movement" is simple: it not only can identify problems, it can help solve them. For example, a qualitative review may not only identify a deficiency in service plans, but may also point to why the deficiency exists and what can be done to improve the plans. By focusing on the critical outcomes and the essential system performance to achieve those outcomes, attention begins to shift to questions that provide richer, more useful information. This is especially helpful when developing priorities for practice improvement efforts. Some examples of the two approaches may be helpful:

AUDIT FOCUS:
"Is there a current service plan in the file?"

QUALITATIVE FOCUS:
"Is the service plan relevant to the needs and goals, and coherent in the selection and assembly of strategies, supports, services, and timelines offered?"

AUDIT FOCUS:
"Were services offered to the family?"

QUALITATIVE FOCUS:
"To what degree are the implementation of services and results of the child and family service plan routinely monitored, evaluated, and modified to create a self-correcting and effective service process?"

The QCR process is based on the Service Testing™ model developed by Human System and Outcomes, Inc., which evolved from collaborative work with the State of Alabama, designed to monitor the R. C. Consent Decree. The Service Testing™ model has been specifically adapted for use in implementing the Plan by the Division and by the court monitor, the Child Welfare Group, based on the Child Welfare Group's experience in supporting improvements in child welfare outcomes in 11 other states. Service Testing™ represents the current state of the art in evaluating and monitoring human services, such as child welfare. It is meant to be used in concert with other sources of information, such as record reviews and interviews with staff, community stakeholders, and providers.

The Utah QCR process makes use of a case review protocol adapted for use in Utah from protocols used in 11 other states. The protocol is not a traditional measurement designed with specific psychometric properties. The QCR protocol guides a series of structured interviews with key sources such as children, parents, teachers, foster parents, Mental Health providers, caseworkers, and others to support professional appraisals in two broad domains: Child and Family Status and System Performance. The appraisal of the professional reviewer examining each case is translated to a judgment of acceptability for each category of functioning and system

performance reviewed using a six-point scale ranging from "Completely Unacceptable" to "Optimally Acceptable." The judgment is quantified and combined with all other case scores to produce overall system scores.

The Utah QCR instrument assesses child and family status issues and system performance in the following discrete categories. Because some of these categories reflect the most important outcomes (Child and Family Status) and areas of system functioning (System Performance) that are most closely linked to critical outcomes, the scoring of the review involves differential weighting of categories. For example, the weight given permanence is higher than for satisfaction. Likewise, the weight given Child and Family Assessment is higher than the weight for successful transitions. These weights, applied when cases are scored, affect the overall score of each case. The weight for each category is reflected parenthetically next to each item. The weights were chosen by Utah, based upon their priorities at the time the protocol was developed.

Child and Family Status	System Performance
Child Safety (x3)	Child/Family Participation (x2)
Stability (x2)	Team/Coordination (x2)
Appropriateness of Placement (x2)	Child and Family Assessment (x3)
Prospects for Permanence (x3)	Long-Term View (x2)
Health/Physical Well-Being (x3)	Child and Family Planning (x3)
Emotional/Behavioral Well-Being (x3)	Plan Implementation (x2)
Learning Progress (x2), *or,*	Supports/Services (x2)
Learning/Developmental Progress (x2)	Successful Transitions (x1)
Caregiver Functioning (x2)	Effective Results (x2)
Family Functioning/Resourcefulness (x1)	Tracking Adaptation (x3)
Satisfaction (x1)	Caregiver Support (x1)
Overall Status	**Overall System Performance**

The fundamental assumption of the Service Testing™ model is that each case is a unique and valid test of the system. This is true in the same sense that each person who needs medical attention is a unique and valid test of the health care system. It does not assume that each person needs the same medical care, or that the health care system will be equally successful with every patient. It simply means that every patient is important and that what happens to that individual patient matters. It is little consolation to that individual that the type of care they receive is *usually* successful. This point becomes most critical in child welfare when children are currently, or have recently been, at risk of serious harm. Nowhere in the child welfare system is the unique validity of individual cases clearer than the matter of child safety.

Service Testing™, by aggregating the systematically collected information on individual cases, provides both quantitative and qualitative results that reveal in rich detail what it is like to be a consumer of services and how the system is performing for children and families. The findings of the QCR will be presented in the form of aggregated information. There are also case stories written at the conclusion of the set of interviews done for each case. They are provided to clarify the reasons for scores assigned, to offer steps to overcome obstacles or maintain progress, and as illustrations to put a "human face" on issues of concern.

Methodology

Cases reviewed were randomly selected from the universe of the case categories of out-of-home (SCF), Protective Family Preservation (PFP) services, Protective Services Supervision (PSS), and Protective Service Counseling (PSC) in the Region. These randomly selected cases were then inserted into a simple matrix designed to ensure that critical facets of the Division population are represented with reasonable accuracy. These variables stratified the sample to ensure that there was a representative mix of cases of children in out-of-home care and in their own homes. For children in out-of-home care, the sample was further stratified to assure that children in a variety of settings (family foster care, group care, and therapeutic foster care) were selected. Cases were also distributed to permit each office in the Region to be reviewed and to assure that no worker had more than one of his/her cases reviewed. An additional number of cases were selected to serve as replacement cases, which are a pool of cases used to substitute for cases that could not be reviewed because of worker or family circumstances (illness, lack of family consent, etc).

The sample thus assured that:
➢ Males and females were represented.
➢ Younger and older children were represented.
➢ Newer and older cases were represented.
➢ Larger and smaller offices were represented.

A total of 24 cases were selected for the review, and 24 cases were reviewed.

Reviewers

The Child Welfare Group qualitative reviewers included professionals with extensive experience in child welfare and child mental health. Most of the reviewers had experience in the Alabama child welfare reform, as well as other reform and practice improvement initiatives around the United States. The Child Welfare Group has employed the QCR process in 11 different states. Utah reviewers "shadow" the Child Welfare Group reviewers as a part of an organized reviewer training and certification process. These reviewers, once certified, become reviewers themselves and participate in subsequent reviews as part of the plan to develop and maintain internal capacity to sustain the review process. At this point, one half of the reviewer contingent ordinarily consists of Child Welfare Group reviewers and one half consists of certified Utah reviewers.

Stakeholder Interviewers

As a compliment to the individual case reviews, the Child Welfare Group staff and Utah staff interview key local leaders from other child and family serving agencies and organizations in the Region about system issues, performance, assets, and barriers. These external perspectives provide a valuable source of perspective, insight, and feedback about the performance of Utah's child welfare system and the context in which it operates. In some years, focus groups with DCFS staff, consumer families, youth, foster parents, or other stakeholders are also a part of this aspect of the review process. Their observations are described in a separate section, below.

IV. System Strengths

In accord with the practice model, there is an assumption that the child welfare system's ability to move forward toward improving outcomes for children and families, and improving system performance rests on the strengths within the agency and its partners. For this reason, it is important to note system strengths since they are essentially the building blocks for progress. In the course of the review, many system strengths or assets were observed in individual case practice. Although each strength listed was not noted in every case, these strengths contributed to improved and more consistent outcomes for children and families. Also reflecting the practice model, efforts were made in the exit conference with the Region to organize the list of strengths from a functional perspective. Strengths are recognized as practical building blocks, not merely as polite observations prior to addressing "problems".

Engagement
- Caseworkers frequently "go the extra mile", visiting families, children, and placements; even when the extensive travel involves many hours. This represents work to maintain coordination and communication, and to preserve relationships made more tenuous by the distances involved.
- In a number of cases, there was good communication among parents, providers, caseworkers, and other team members that was contributing to better outcomes for the children and families involved.

Teaming
- There was evidence of regular teaming in the cases reviewed. Where there was evidence of good teaming, there were frequently other strong indicators of system performance.
- The size and composition of child and family team meetings were adapted to the needs of children and families; and there was flexibility in setting the time and location of meetings.
- The teams were very involved in planning, but were also viewed as caring, committed, and supportive.
- There was evidence of good use of community partners, and community or agency clinical consultants assisted when teams were "stuck".

Child and Family Assessment
- There were some cases in which a good recognition of underlying needs resolved obstacles and made important progress possible.
- High-quality child and family assessments permitted effective matching of services to needs.

Planning and Implementation
- Where there was effective engagement and teaming, important partners -- parents, children, and foster parents -- felt real ownership of the plan.

Placements
- Quality kinship placements contributed to important child and family outcomes.

Other
- There was evidence of the sequencing of Practice Model steps that reflected an understanding of the most effective way to implement good case practice.
- A willingness to be flexible about release from custody contributed to more promising prospects for youth transitioning to adulthood.
- Siblings continued to visit despite distance and transportation obstacles.
- Children made important educational progress essential to their future.
- The long-term view addressed an effective vision for independence and the specific practical steps to achieve that vision.
- There were a number of examples of well-planned transitions for children and families.
- Formal supports were willing to become informal supports in order to help ensure that hard won progress was not lost after case closure.
- The creative use of funding for independent living strengthened the chances for success beyond emancipation.
- In a particularly challenging case, long-term consistency in the caseworker and foster placement were having an important positive effect.

V. Characteristics of the Eastern Region

Trend Indicators for the Eastern Region
The Division provided current regional trend data and data comparative to the past fiscal year. The table for the Eastern Region, along with that of the other regions, is included in the Appendix.

VI. Stakeholder Observations

The results of the QCRs should be considered within a broader context of local or regional interaction with community partners. The composition of the focus groups and interviews vary from year to year and may include Division staff (line staff, supervisors, and administration), various community partners from other systems or agencies (foster families, mental health, education, workforce services, the legal community, volunteer groups, etc.), or consumers (youth or parents). This year, the QCRs in the Eastern Region were supported by a record 17 focus groups and stakeholder interviews. These focus groups and interviews were conducted in numerous locations across the region to sample the diversity of local conditions within this very large geographical region. The focus groups and interviews were conducted by the Child Welfare Group with the support of the Office of Services Review.

The notes from the focus groups and individual stakeholder interviews ran to 40 pages. In order to try and present the results in an accessible format, the points and observations will be synthesized and summarized, and presented in three broad sections. Obviously, not every comment or point made is reproduced here, but where there were consistent themes or observations, they will be presented. In prior years, this section has generally been organized by classes of persons interviewed or participating in focus groups, such as "foster parents", "legal partners", "consumers", or "Division staff". Because of the number of themes and issues recognized across the numerous persons interviewed, this year the section will be organized by themes and issues that were viewed as important from a variety of community and agency perspectives. *This convergence of points of view is encouraging and appears to represent some improved teaming, greater shared ownership of issues, and less of a tendency to place responsibility somewhere else.*

In response to questions about things that were good or that were improving:
- There was broad agreement that administrative and supervisory changes have, on balance, been positive for the region. Although some time and energy may have been lost in the transition, there appear to be some important results. For example, staff turnover – a concern from almost everyone interviewed – appeared to be declining. If this is a real trend, and it continues, it could be very important for the region.
- There was also wide agreement that the use and quality of child and family teams has improved substantially. The child and family teams are increasingly viewed as an efficient, value added process, rather than just another policy requirement. The teams are increasingly viewed as a helpful way to work by different levels within the Division and by community partners.
- A number of staff, especially at the front-line practice level, are positive about the recent revision of the Child and Family Assessment. They realize that they are early in the training and adoption of the new process, but think that the new Child and Family Assessment will be more meaningful and more helpful in future work.
- SAFE and the pocket version of SAFE (SAFE is the automated child welfare information system) are viewed as continuing to improve. They are recognized as contributing to getting work done efficiently and to having access to information when it is really needed.
- Some areas of the region have seen improved staffing, either through the replacement of lost staff or the addition of much-needed resources like a clinical consultation.
- Generally, there was a sense that people in the region are increasingly pulling together to address the particular needs in the region, to cover vacancies, and to support fellow workers even when "it's not my job". This helps, at least partially, to fill gaps that are inevitable when specialized services and resources are already scarce. This spirit extends across the community, for the most part, and reflects an essential cultural value of helpfulness and making do with what it is at hand.
- In a related observation, a number of people noted increased partnership efforts across the community to work together and to try and address gaps in services even as some agencies have experienced critical reductions in funding and services. Although the funding constrictions have occasionally resulted in tensions and turf concerns, there is a community effort to meet urgent needs.

- A number of observers noted important improvements in relationships between state and tribal resources that seemed to be moving past blaming or excuse making. Closer communication and mutual respect seemed to be reducing barriers and starting to resolve some chronic impasses such as permanency concerns with tribal cases.

In response to questions about new or continuing obstacles or challenges:
- Turnover and staff retention remain serious obstacles, especially in the most rural areas or where a tourist economy puts added pressure on the cost of living. Because offices in the region are often quite small, there are fewer options for "spreading the burden" when there are vacancies. There were also continuing concerns with the lack of incentives for experienced workers to remain with the Division due to the compressed pay scales.
- A few areas struggle to get essential partners to function as genuine team players. Although there are excellent professional relationships in many areas, a few areas have judges who do not appear to value the perspectives of others, or school systems unable or unwilling to individualize educational services for students with special needs. These situations complicate practicing in accord with recognized best practice principles.
- Many areas in the region consistently struggle with chronic shortages of foster homes and treatment resources. There are at least two principal obstacles presented by these shortages. The first is difficulty in individualizing services and in doing the sort of careful matching of services and needs that are widely recognized as contributing to better outcomes in important areas like permanency and family functioning. The second has to do with the increased reliance on distant placements and services to create hardships for workers, and especially, for children and families. While there are efforts to mitigate some of these issues (through the use of courtesy workers and lower caseloads, for example), there appeared to be few illusions that the results are consistently acceptable. Untimely progress, repeat maltreatment, and re-entry to care are among the poor results.
- There was recognition that several areas in the region face complex obstacles, and that not all of them involve cultural differences. Entrenched poverty, boomtown expansion, and community frustration or resignation in the face of chronic alcohol and drug issues make supporting families and building on their strengths particularly challenging work. Options as fundamental as employment and housing are in short supply. Building systemic responses to these obstacles requires attention and resources that include, but extend beyond, the Division and local communities.

The most frequent themes in responses to "If you had a magic wand…" questions:
- There is an urgent need for readily available and high quality *local* resources for alcohol and substance abuse issues, especially for methamphetamine addictions. Some services and some legal timelines are not well matched to the realities of addiction.
- Many observers in the community, as well as agency staff, repeated the need for effective responses to the pay and retention challenges that confront the region. The observation was made that the region often seemed like a training ground where staff start off, only to move on at the point that they really blossom. It was clear that the concern was for the impact on children and families, not just on the Division.

- There was a frequent desire to see more attention "to the front door and to the back door" (greater capacity and focus on preventive services and on follow-up to reduce regression and re-entry).
- Perhaps the most consistent theme was for more, and more specialized, choices among resources – foster homes, assessment services, and specific clinical services appropriate to particular individual needs – as well as more fundamental resources like housing and employment opportunities. There was broad concern that when teams were forced to substitute what was available for what was actually needed, the children and families are the ones who suffer.

There was an unusually positive tenor to many of the comments in the focus groups and stakeholder interviews this year. The mood seemed realistic and determined, with little concession to any conclusion that the citizens in the region just have to accept their fate. There was example after example of specific steps to overcome obstacles and of examples of successes. There was the impression that the region had come far enough to recognize that some seemingly intractable obstacles were starting to show some movement in response to practice consistent with the principles.

VII. Child and Family Status, System Performance, Analysis, Trends, and Practice Improvement Opportunities

The QCR findings are presented in graphic form to help quantify the observations of the qualitative assessment. Graphs show a comparison of scores for past years' reviews with the current review. The graphs of the two broad domains of Child and Family Status and System Performance show the percent of cases in which the key indicators were judged to be "acceptable." A six-point rating scale is used to determine whether or not an indicator is judged to be acceptable. Reviewers scored each of the cases reviewed using these rating scales. The range of ratings is as follows:
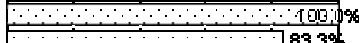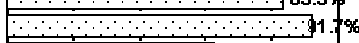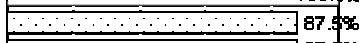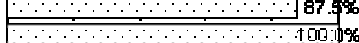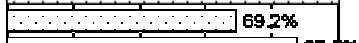
> 1: Completely Unacceptable
> 2: Substantially Unacceptable
> 3: Partially Unacceptable
> 4: Minimally Acceptable
> 5: Substantially Acceptable
> 6: Optimal Status/Performance

Child and Family Status, as well as System Performance, is evaluated using 22 key indicators (11 in each domain). Graphs presenting the overall, summative scores for each domain are presented below. Beneath the graphs for overall information, a graph showing the distribution of scores for each indicator within each of the two domains is presented. Later in this section (section VII, Summary of Case Specific Findings), brief comments regarding progress and examples from specific cases are provided.

Child and Family Status Indicators

Overall Status

Eastern Region Child Status

	# of cases (+)	# of cases (-) Exit Criteria 85% on overall score		FY02	FY03	FY04	FY05	**FY06 Current Scores**
Safety	24	0		96%	96%	100%	96%	**100%**
Stability	20	4	100.0%	79%	67%	75%	75%	**83%**
Appropriateness of Placement	22	2	83.3%	92%	100%	100%	92%	**92%**
Prospects for Permanence	15	9	91.7%	71%	58%	63%	75%	**63%**
Health/Physical Well-being	24	0	62.5%	96%	96%	100%	100%	**100%**
Emotional/Behavioral Well-being	21	3	100.0%	79%	79%	83%	92%	**88%**
Learning Progress	21	3	87.5%	88%	83%	88%	83%	**88%**
Caregiver Functioning	15	0	87.5%	100%	100%	100%	100%	**100%**
Family Resourcefulness	9	4	100.0% 69.2%	67%	50%	77%	82%	**69%**
Satisfaction	21	3	87.5%	96%	96%	92%	88%	**88%**
Overall Score	**24**	**0**	100.0%	**96%**	**96%**	**100%**	**92%**	**100%**

Safety

Summative Questions: Is the child safe from manageable risks of harm (caused by others or by the child) in his/her daily living, learning, working and recreational environments? Are others in the child's daily environments safe from the child? Is the child free from unreasonable intimidation and fears at home and school?

Findings: 100% of cases reviewed were within the acceptable range (4-6).
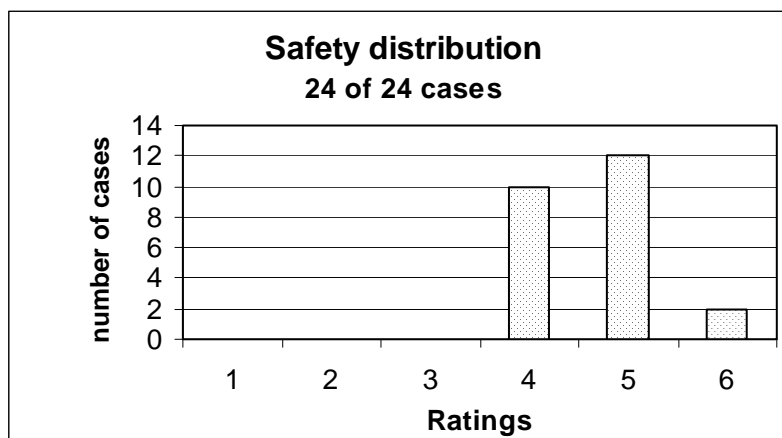
Stability

Summative Questions: Are the child's daily living and learning arrangements stable and free from risk of disruption?   If not, are appropriate services being provided to achieve stability and reduce the probability of disruption?

Findings: 83.3% of cases reviewed were in the acceptable range (4-6).

Stability distribution
24 of 24 cases
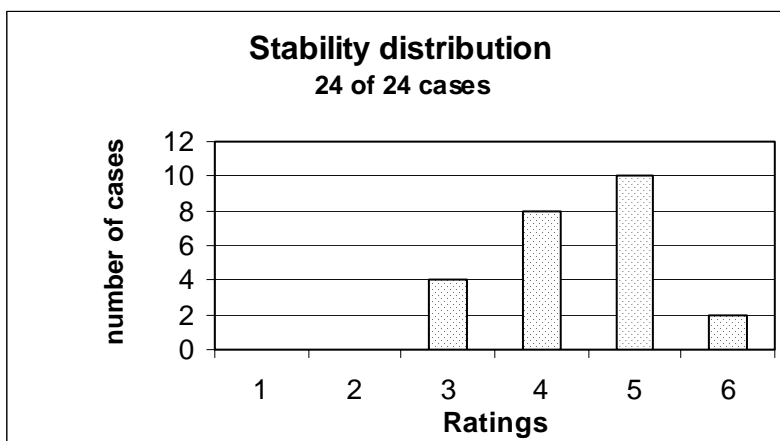
Appropriateness of Placement

Summative Questions: Is the child in the most appropriate placement consistent with the child's needs, age ability and peer group and consistent with the child's language and culture?

Findings: 91.7% of cases reviewed were in the acceptable range (4-6).

Placement distribution
24 of 24 cases
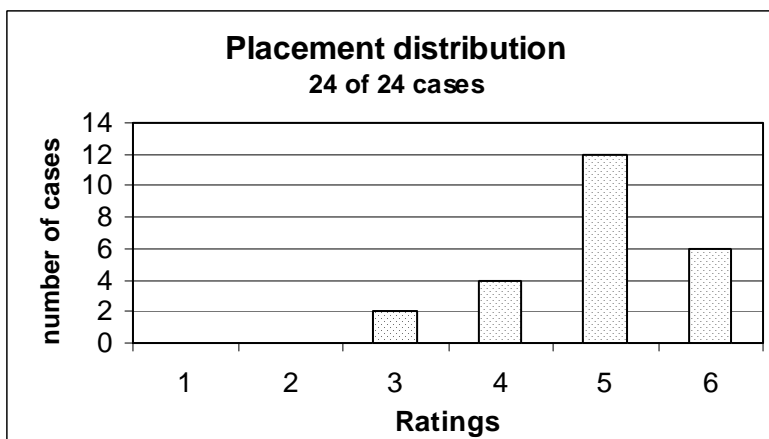
Prospects for Permanence

Summative Questions: Is the child living in a home that the child, caregivers, and other stakeholders believe will endure until the child becomes independent? If not, is a permanency plan presently being implemented on a timely basis that will ensure that the child will live in a safe, appropriate, permanent home?

Findings: 62.5% of cases reviewed were within the acceptable range (4-6).

Prospects for Permanence distribution
24 of 24 cases

Ratings	number of cases
1	0
2	0
3	9
4	8
5	5
6	2
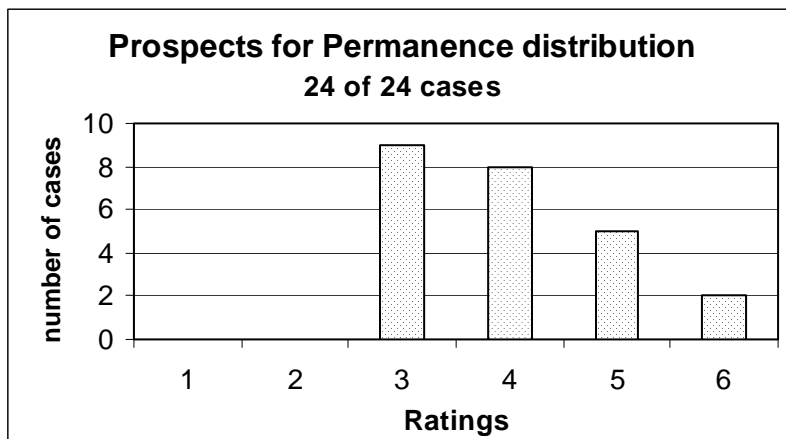
Health/Physical Well-Being

Summative Questions: Is the child in good health? Are the child's basic physical needs being met? Does the child have health care services, as needed?

Findings: 100% of cases reviewed were within the acceptable range (4-6).

Physical Well-being distribution
24 of 24 cases

Ratings	number of cases
1	0
2	0
3	0
4	3
5	12
6	9
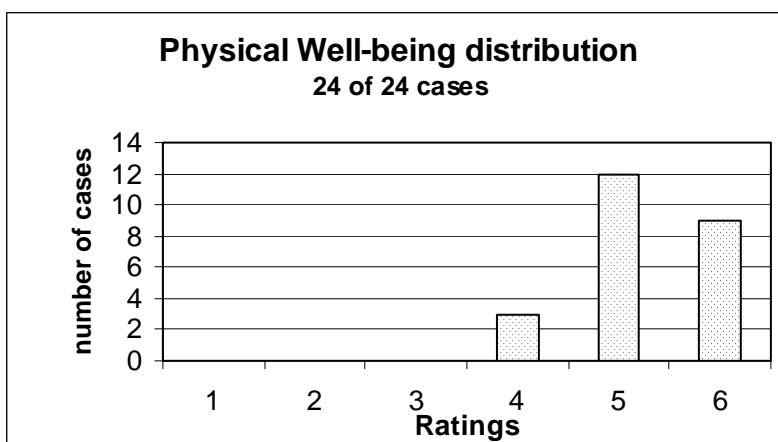
Emotional/Behavioral Well-Being

Summative Questions: Is the child doing well, emotionally and behaviorally? If not, is the child making reasonable progress toward stable and adequate functioning, emotionally and behaviorally, at home and school?

Findings: 87.5% of cases reviewed were within the acceptable range (4-6).

Emotional Well-being distribution
24 of 24 cases

number of cases (y-axis, 0 to 12)

Ratings (x-axis: 1, 2, 3, 4, 5, 6)
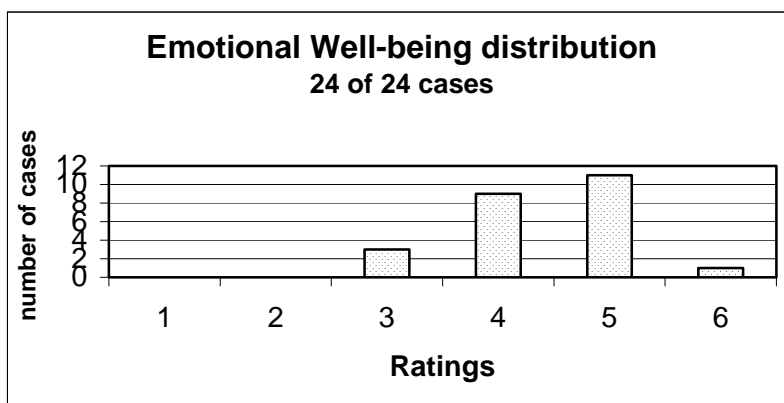
Learning Progress

Summative Question: (For children age five and older.) Is the child learning, progressing and gaining essential functional capabilities at a rate commensurate with his/ her age and ability? Note: There is a supplementary scale used with children under five that puts greater emphasis on developmental progress. Scores from the two scales are combined for this report.

Findings: 87.5% of cases reviewed were within the acceptable range (4-6).

Learning Progress distribution
24 of 24 cases

number of cases (y-axis: 0, 2, 4, 6, 8, 10)

Ratings (x-axis: 1, 2, 3, 4, 5, 6)
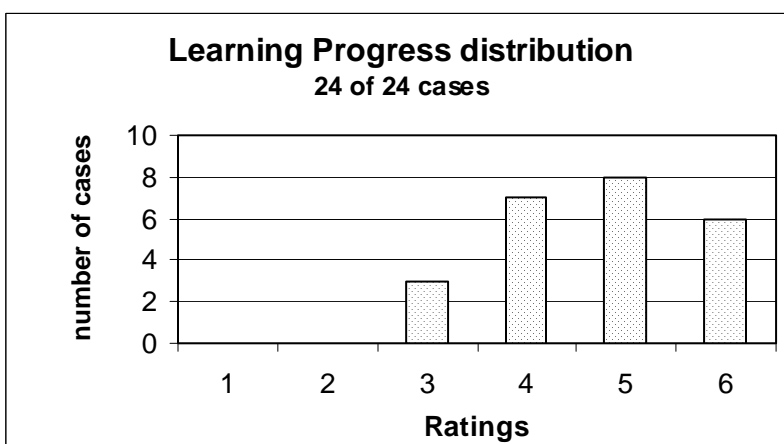
Caregiver Functioning

Summative Questions: Are the substitute caregivers, with whom the child is currently residing, willing and able to provide the child with the assistance, supervision, and support necessary for daily living? If added supports are required in the home to meet the needs of the child and assist the caregiver, are these supports meeting the need?

Findings: 100% of cases reviewed were within the acceptable range (4-6).

Caregiver Functioning distribution
24 of 24 cases (9 cases na)
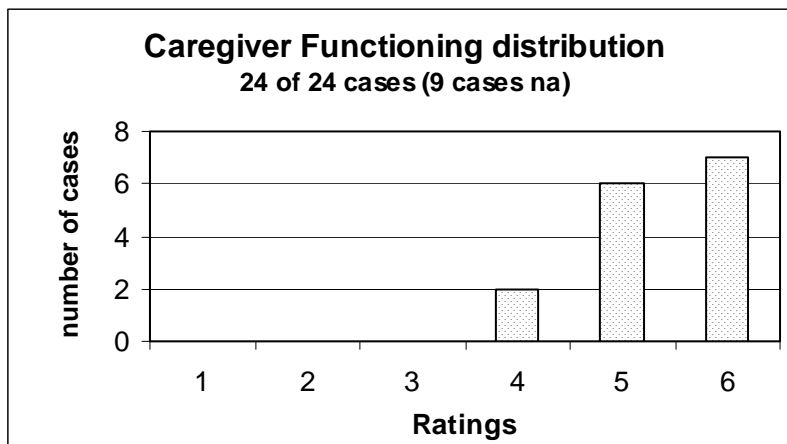
Family Functioning and Resourcefulness

Summative Questions: Does the family, with whom the child is currently residing or has a goal of reunification, have the capacity to take charge of its issues and situation, enabling them to live together safely and function successfully? Do family members take advantage of opportunities to develop and/or expand a reliable network of social and safety supports to help sustain family functioning and well-being? Is the family willing and able to provide the child with assistance, supervision, and support necessary for daily living?

Findings: 69.2% of cases reviewed were within the acceptable range (4-6).

Family Functioning distribution
24 of 24 cases (11 cases na)
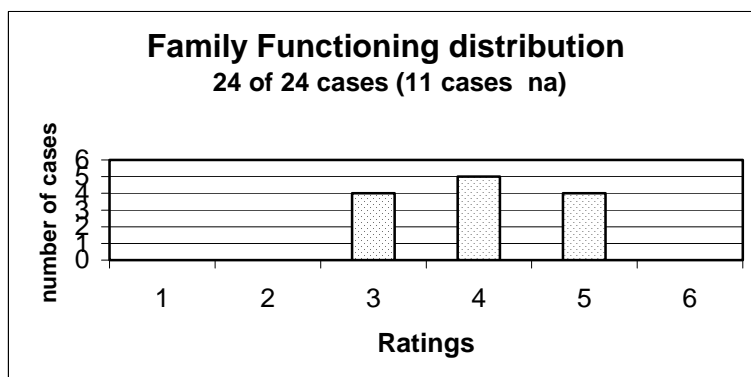
Satisfaction

Summative Question: Are the child and primary caregiver satisfied with the supports and services they are receiving?

Findings: 87.5% of cases reviewed were within the acceptable range (4-6)

Satisfaction distribution
24 of 24 cases

(Bar chart: y-axis "number of cases" 0–14, x-axis "Ratings" 1–6. Bars: rating 2 ≈ 1, rating 3 ≈ 2, rating 4 ≈ 2, rating 5 ≈ 13, rating 6 ≈ 7.)

Overall Child and Family Status

Summative Questions: Based on the Qualitative Case Review findings determined for the Child and Family Status Exams 1-11, how well are this child and family presently doing? A special scoring procedure is used to determine Overall Child and Family Status using the 6-point rating scale detailed above. A special condition affects the rating of Overall Child and Family status in every case: The Safety indicator always acts as a "trump", so that the Overall Child and Family status rating cannot be acceptable unless the Safety indicator is also acceptable.
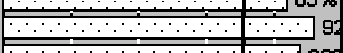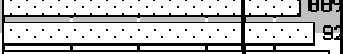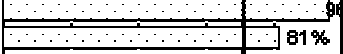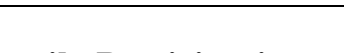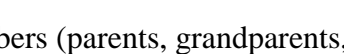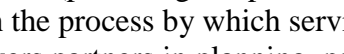
Findings: 100% of cases reviewed were within the acceptable range (4-6).

Overall Status
24 of 24 cases

(Bar chart: y-axis "number of cases" 0–14, x-axis "Ratings" 1–6. Bars: rating 4 = 8, rating 5 = 12, rating 6 = 4.)
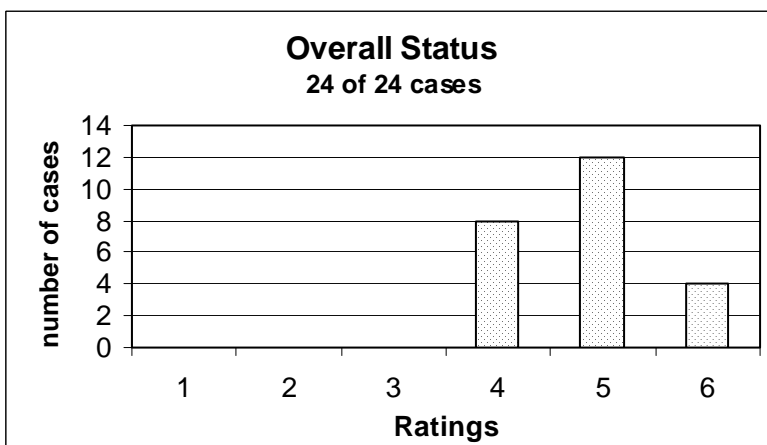
System Performance Indicators

Overall System

Eastern Region System Performance

	# of cases (+)	# of cases (-)	Exit Criteria 70% on **Shaded** indicators / Exit Criteria 85% on overall score	FY02	FY03	FY04	FY05	**FY06 Current Scores**
Child & Family Team/Coordination	18	6	75%	67%	75%	75%	79%	**75%**
Child and Family Assessment	12	12	50%	54%	58%	38%	63%	**50%**
Long-term View	13	11	54%	25%	50%	50%	63%	**54%**
Child & Family Planning Process	20	4	83%	67%	58%	71%	71%	**83%**
Plan Implementation	22	2	92%	75%	79%	79%	92%	**92%**
Tracking & Adaptation	21	3	88%	79%	83%	71%	88%	**88%**
Child & Family Participation	22	2	92%	79%	83%	83%	79%	**92%**
Formal/Informal Supports	23	1	96%	92%	83%	79%	88%	**96%**
Successful Transitions	17	4	81%	61%	54%	83%	65%	**81%**
Effective Results	24	0	100%	83%	79%	83%	88%	**100%**
Caregiver Support	16	0	100%	100%	90%	100%	100%	**100%**
Overall Score	**21**	**3**	88%	**67%**	**71%**	**83%**	**92%**	**88%**

Child/Family Participation

Summative Questions: Are family members (parents, grandparents, and stepparents) or substitute caregivers active participants in the process by which service decisions are made about the child and family? Are parents/caregivers partners in planning, providing, and monitoring supports and services for the child? Is the child actively participating in decisions made about his/her future?

Findings: 91.7% of cases reviewed were within the acceptable range (4-6).

Child/Family Participation Distribution
24 of 24 cases
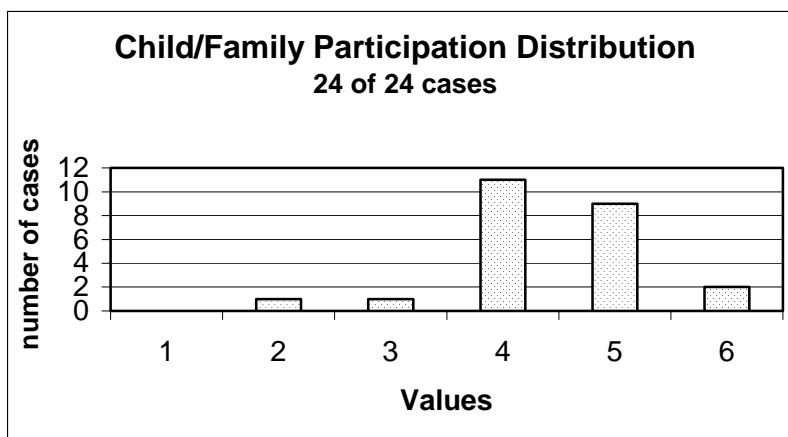
Child/Family Team and Team Coordination

Summative Questions: Do the people who provide services to the child/family function as a team? Do the actions of the team reflect a pattern of effective teamwork and collaboration that benefits the child and family? Is there effective coordination and continuity in the organization and provision of service across all interveners and service settings? Is there a single point of coordination and accountability for the assembly, delivery, and results of services provided for this child and family?

Findings: 75% of cases reviewed were within the acceptable range (4-6).

Family Team/Coordination Distribution
24 of 24 cases

(bar chart: x-axis "Ratings" 1-6, y-axis "number of cases" 0-12; rating 3 ≈ 6, rating 4 ≈ 11, rating 5 ≈ 7)
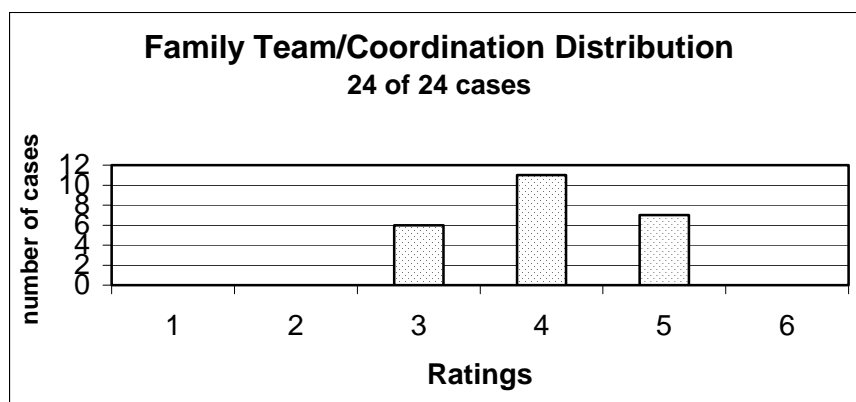
Child and Family Assessment

Summative Questions: Are the current, obvious and substantial strengths and needs of the child and family identified though existing assessments, both formal and informal, so that all interveners collectively have a "big picture" understanding of the child and family and how to provide effective services for them? Are the critical underlying issues identified that must be resolved for the child to live safely with his/her family independent of agency supervision or to obtain an independent and enduring home?

Findings 50% of cases reviewed were within the acceptable range (4-6).

Child and Family Asessment Distribution
24 of 24 cases

(bar chart: x-axis "Ratings" 1-6, y-axis "number of cases" 0-12; rating 2 ≈ 1, rating 3 ≈ 11, rating 4 ≈ 8, rating 5 ≈ 4)
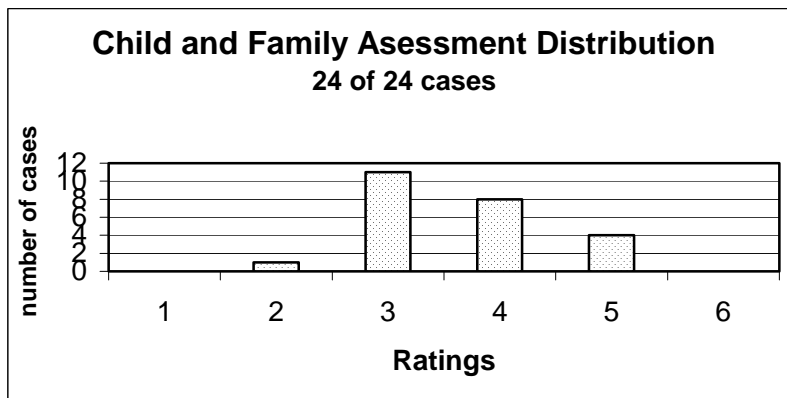
Long-Term View

Summative Questions: Is there an explicit plan for this child and family that should enable them to live safely without supervision from child welfare? Does the plan provide direction and support for making smooth transitions across settings, providers and levels or service?

Findings: 54.2% of the cases reviewed were within the acceptable range (4-6).

Long-term View Distribution
24 of 24 cases

(bar chart: number of cases vs. Ratings 1–6; rating 2 ≈ 2, rating 3 ≈ 9, rating 4 ≈ 10, rating 5 ≈ 2, rating 6 ≈ 1)
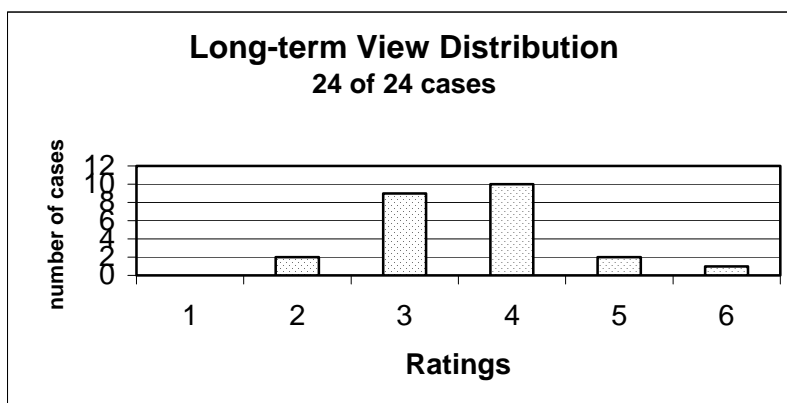
Child and Family Planning Process

Summative Questions: Is the service plan (SP) individualized and relevant to needs and goals? Are supports, services and interventions assembled into a holistic and coherent service process that provides a mix of elements uniquely matched to the child/family's situation and preferences? Does the combination of supports and services fit the child and family's situation so as to maximize potential results and minimize conflicting strategies and inconveniences?

Findings: 83.3% of cases reviewed were within the acceptable range (4-6).

Child/Family Planning Distribution
24 of 24 cases

(bar chart: number of cases vs. Ratings 1–6; rating 3 ≈ 4, rating 4 ≈ 13, rating 5 ≈ 6, rating 6 ≈ 1)
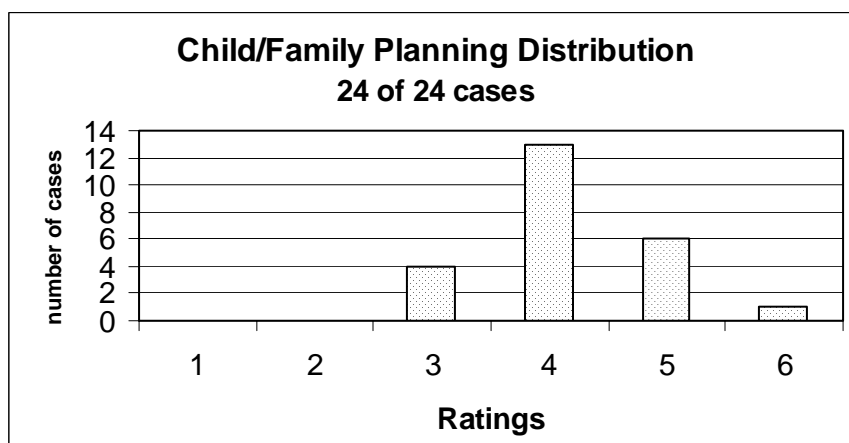
Plan Implementation

Summative Questions: Are the services and activities specified in the service plan for the child and family, 1) being implemented as planned, 2) delivered in a timely manner and 3) at an appropriate level of intensity? Are the necessary supports, services and resources available to the child and family to meet the needs identified in the SP?

Findings: 91.7% of cases reviewed were within the acceptable range (4-6).

Plan Impementation Distribution
24 of 24 cases
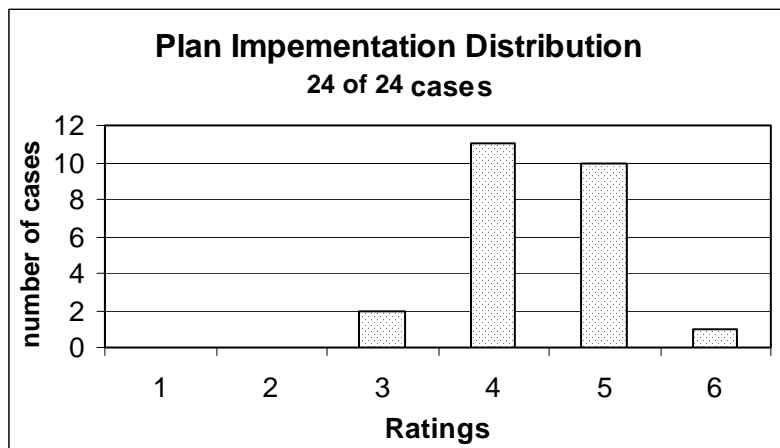
Formal/Informal Supports

Summative Questions: Is the available array of school, home and community supports and services provided adequate to assist the child and caregiver reach levels of functioning necessary for the child to make developmental and academic progress commensurate with age and ability?

Findings: 95.8% of cases reviewed were within the acceptable range (4-6).

Formal/Informal Distribution
24 of 24 cases
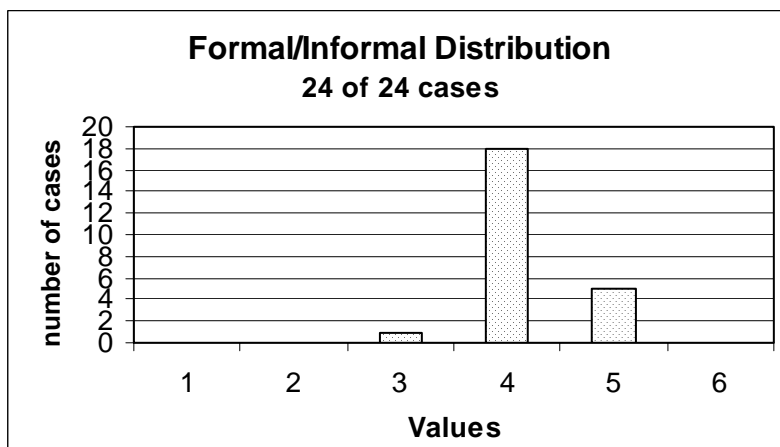
Successful Transitions

Summative Questions: Is the next age-appropriate placement transition for the child being planned and implemented to assure a timely, smooth and successful situation for the child after the change occurs? If the child is returning home and to school from a temporary placement in a treatment or detention setting, are transition arrangements being made to assure a smooth return and successful functioning in daily settings following the return?

Findings: 81% of cases reviewed were within the acceptable range (4-6).

Successful Transitions Distribution
24 of 24 cases (1 case na)
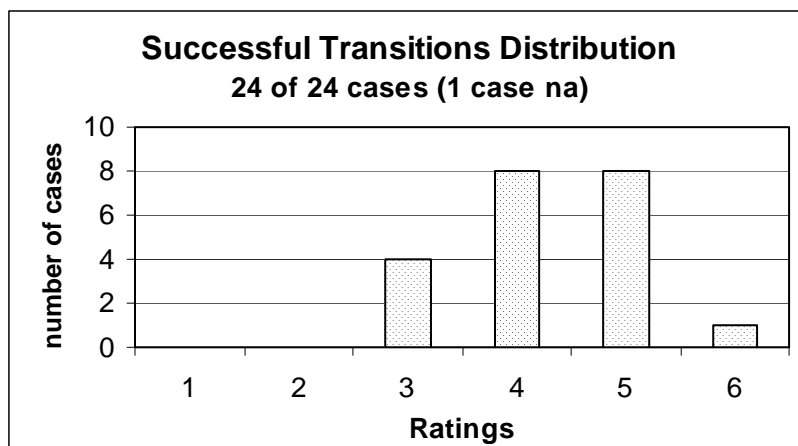
Effective Results

Summative Questions: Are planned education, therapies, services and supports resulting in improved functioning and achievement of desired outcomes for the child and caregiver that will enable the child to live in an enduring home without agency oversight?

Findings: 100% of cases reviewed were within the acceptable range (4-6).

Effective Results Distribution
24 of 24 cases
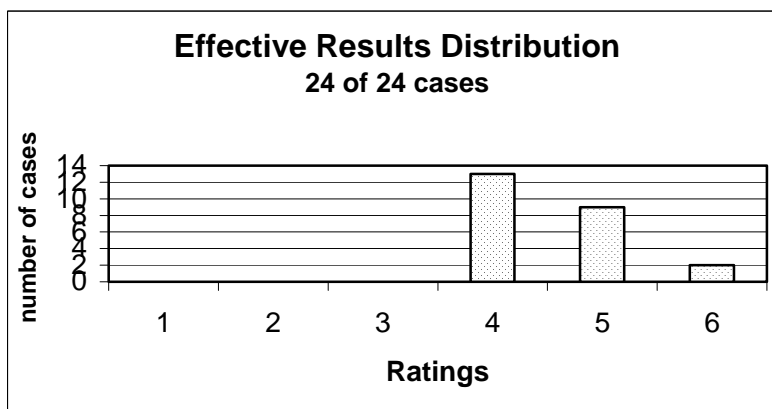
Tracking and Adaptation

Summative Questions: Are the child and caregiver's status, service process, and results routinely followed along and evaluated? Are services modified to respond to the changing needs of the child and caregiver and to apply knowledge gained about service efforts and results to create a self-correcting service process?

Findings: 87.5% of cases reviewed were within the acceptable range (4-6).

Tracking & Adaptation Distribution
24 of 24 cases

Ratings	number of cases
1	0
2	0
3	3
4	11
5	9
6	1
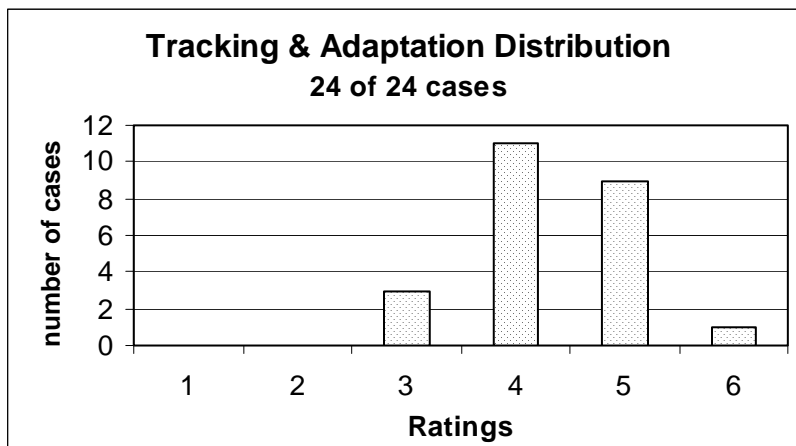
Caregiver Support

Summative Questions: Are substitute caregivers in the child's home receiving the training, assistance and supports necessary for them to perform essential parenting or caregiving functions for this child? Is the array of services provided adequate in variety, intensity and dependability to provide for caregiver choices and to enable caregivers to meet the needs of the child while maintaining the stability of the home?

Findings: 100% of cases reviewed were in the acceptable range (4-6).

Caregiver Support Distribution
24 of 24 cases (8 case na)

Ratings	number of cases
1	0
2	0
3	0
4	4
5	10
6	2
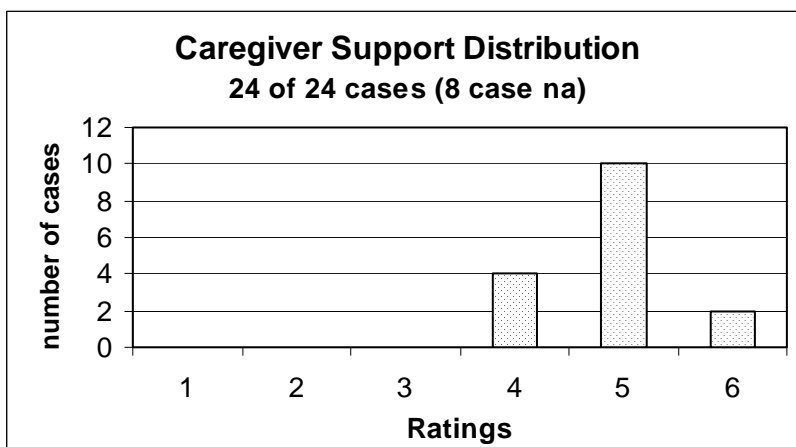
Overall System Performance

Summative Questions: Based on the Qualitative Case Review findings determined for System Performance exams 1-11, how well is the service system functioning for this child now? A special scoring procedure is used to determine Overall System Performance for a child.

Findings: 87.5% of cases reviewed were within the acceptable range (4-6).

Overall System Distribution
24 cases

(bar chart: x-axis "Ratings" 1–6, y-axis "number of cases" 0–12; bars — rating 3: 3, rating 4: 11, rating 5: 9, rating 6: 1)
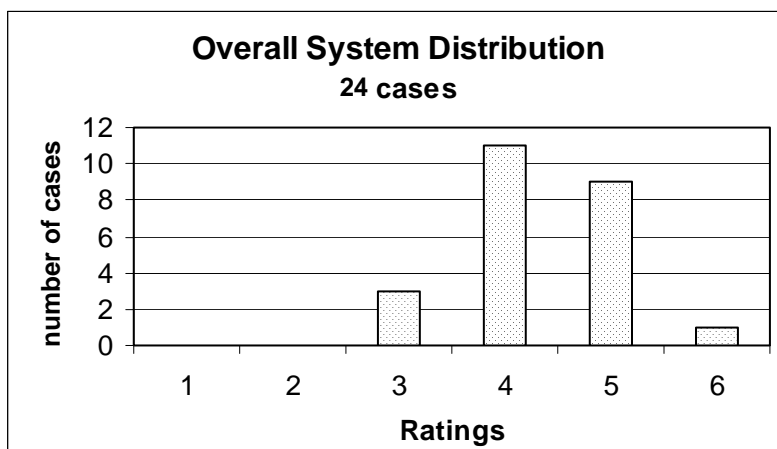
Outcome Matrix
The display below presents a matrix analysis of the service testing results during the current QCR. Each of the cells in the matrix shows the percent of children and families experiencing one of four possible outcomes:
- Outcome 1: child and family status acceptable, system performance acceptable
- Outcome 2: child and family status unacceptable, system performance acceptable
- Outcome 3: child and family status acceptable, system performance unacceptable
- Outcome 4: child and family status unacceptable, system performance unacceptable

Obviously, the desirable result is to have as many children and families in Outcome 1 as possible and as few in Outcome 4 as possible. It is fortunate that some children and families do well in spite of unacceptable system performance (Outcome 3). Experience suggests that these are most often, either unusually resilient and resourceful children and families, or children and families who have some "champion" or advocate who protects them from the shortcomings of the system. Unfortunately, there may also be some children and families who, in spite of good system performance, do not do well (these children and families would fall in Outcome 2).

The current outcome matrix represents an admirable level of positive outcomes. No child welfare system is capable of delivering perfect performance with perfect consistency, so the current results should not be construed as either achieving, or establishing an expectation of perfect performance. That is not a rational or realistic standard of performance. These results are, however, a remarkable achievement for any child welfare system.

	Favorable Status of Child	Unfavorable Status of Child	
Acceptable System Performance	**Outcome 1** Good status for the child, agency services presently acceptable. n=21 87.5%	**Outcome 2** Poor status for the child, agency services minimally acceptable but limited in reach or efficacy. n=0 0.0%	**87.5%**
Unacceptable System Performance	**Outcome 3** Good status for the child, agency Mixed or presently unacceptable. n=3 12.5%	**Outcome 4** Poor status for the child, agency presently unacceptable. n=0 0.0%	**12.5%**
	100%	**0.0%**	100%

Status Forecast

One additional measure of case status is the prognosis by the reviewer of the child and family's likely status in six months, given the current level of system performance. Reviewers respond to this question:

> "Based on current Division involvement for this child, family, and caregiver, is the child's and family's overall status likely to improve, stay about the same, or decline over the next six months? Take into account any important transitions that are likely to occur during this time period. "

Of the cases reviewed, 29.2% were anticipated to stay about the same, 8.3% were expected to decline or deteriorate, and 62.5% were expected to improve. While the meaning of "improve" or "deteriorate" may be obvious, it is salient to note that "stay about the same" is not a neutral status implying neither good *nor* bad. It means, rather, that whatever the current status, be it good *or* bad; it is unlikely to change much over the next six months, based on the current level of system performance.

Summary of Case Specific Findings

Case Story Analysis

For each of the cases reviewed in Eastern Region, the review team produced a narrative shortly after the review was completed. The case story write-up contains a description of the findings, explaining from the reviewer's perspective what seems to be working in the system and what needs improvement. Supplementing the numerical scores, the case stories help to provide insight into how system performance affects important outcomes for particular children and families. The case stories are provided as feedback to the case worker and supervisor responsible for each case reviewed; and all of the case stories are provided to the Office of Services Review and to the Monitor for content analysis and comparison with previous reviews.

The summary of case-specific findings provides selected examples of results and practice issues highlighted in the current review. Some of the results are self-evident or have been stable at an acceptable level and will not be addressed in detail; so only selected indicators are discussed below and illustrated with brief quotes from the case stories.

Child and Family Status

Safety

The child and family status indicator for safety has remained at a high level for the past five years (between 96 and 100%). While a perfect record on safety is the principle goal for every child welfare system and community, human frailty and imperfect science make the consistent achievement of a perfect safety record a never-ending challenge that will, from time to time, be marked by less than perfect performance. Nevertheless, a five-year range of safety scores between 96% and 100% (examining 24 random cases each year) provides evidence of consistent attention to ensuring the safety of children in the child welfare system in the Eastern Region. One example of paying attention to safety for a youth with substantial mental and physical disabilities was observed in one of the cases reviewed:

> *…The one safety concern that was consistent with all of the parties interviewed was regarding the other child... in the home. He is very large in stature and at first glance he has the appearance of being a bully and someone that given [the target child's] physical and mental impairments could be intimidating. However, after the interviews with [the target child], caregivers, caseworkers and the GAL..., the reviewer assessed that [he] is not in any danger [nor] intimidated by [the other youth]. [He] states that he gets along well with [the other youth] and the caseworker reported that [he] has learned to assert himself. As of this report, there have been no incidents regarding the two children. Further, [the target child's] caregiver reports that when [the other youth] is having a bad day, staff and [the target youth] know to leave [him] alone and go to a neutral place [out of his personal space] in the home.*

The reviewers observed that a potential safety risk had been assessed, that there was a specific safety plan, and that the target youth knew and practiced the plan. This allowed safety concerns to be effectively managed without disrupting a placement that, for other reasons, would be very difficult to duplicate for this special-needs youth.

Prospects for Permanence

Prospects for permanence is an important indicator of child and family status that has shown some decline from the region's score on this indicator last year of 75% (the region's best score on this indicator) to 63% in this year's sample of cases. This is an indicator with which the region continues to struggle. It was the lowest indicator among the ten child and family status indicators. One of the cases reviewed this year provided an example of good permanency in a

case where numerous indicators of skillful system performance appeared to be creating an opportunity for the successful (and less frequent) adoption of a teenager:

> *[The youth] has acceptable permanence at this time and the team is all confident that this placement will endure until [he] reaches maturity. [The youth] reports that he is excited to be adopted by [his foster parents]... a definite strength of this placement, which has also helped [his] emotional well-being, is that [his foster mother] recognizes the need for [the youth] to have contact with the people in his life who are important to him. [He] is able to have contact with his biological family, [with a former set of foster parents], and with the respite family he became close to. These relationships are important to [the youth] and he is able to pursue them, as he feels comfortable....*

This contrasts with the situation of a younger child in a home with the permanency goal of individualized permanency, but where the reviewers found causes for concern:

> *The permanency plan for this 11 year old child is for him to remain in his present foster home for the next seven or eight years -- until he transitions to adult DSPD Services. Given that [the child] is only 11 years of age and has experienced multiple moves, in and out of care, throughout his life, it is difficult to believe that [the child] is now in the home in which he will reside until he reaches adulthood.... The tribal judge did indicate she might consider terminating his mother's rights so he could be placed in a tribal adoptive home sometime in the future but such consideration appears most tentative, given [the child's] exceptional needs.*

Emotional/Behavioral Well-Being

Emotional and behavioral well-being is another critical indicator because it addresses such key aspects of the child's life as having a circle of friends, being able to make responsible choices, having a sense of being valued, and having emotional or mental health issues addressed in a timely and effective way. The region's score on this indicator declined slightly this year from 92% to 88%. An example of a challenge to a child's emotional well-being was evident in one case story:

> *[A better understanding of the child's emotional well-being], in light of his diagnoses, might also better enable the school and other service providers to craft plans to address his worsening behavioral [outbursts]. Seemingly no one on the team could answer the question of whether his actions are willful -- which might be affected by consequences, or beyond the realm of volition due to his [mental retardation] and [fetal alcohol syndrome].... Additional testing is not necessarily needed; rather the partnership of personnel qualified in developmental delay cases with his current team would enhance better understanding of [the child] and planned services to meet his needs.*

This contrasts with the situation for another youngster recovering from serious emotional and behavioral symptoms:

> *[The youth] has made a great deal of progress in her emotional and behavioral well-being. She has had difficulties with depression and still has her depressed days, but she has made a lot of progress. She has had challenges with her self-concept, but since the baby has been born, she feels like she has more of an identity. Her therapist believes that [the youth] is not as emotionally vulnerable now as she was in the past, especially to boys that might try to take advantage of her. She is much more social, she is able to express her feelings more assertively, and interactions with her mother had improved.*

Family Functioning and Resourcefulness

Over the long run, family functioning and resourcefulness is one of the key indicators in circumstances where children are living at home or are expected to be reunified with their parents. Unfortunately, this indicator slipped from 82% last year to 69% in the current sample. Often, unacceptable family functioning and resourcefulness appears to be related to weakness in the system performance indicators for child and family assessment and long-term view. An illustration of unacceptable family functioning and resourcefulness was evident in one of the case stories:

> *The family initially became involved with the agency in 1998. … Twenty-four of the referrals were substantiated in their findings. The allegations ran the gamut for physical and environmental neglect…. The agency has consistently been involved with this family since that time…. The agency maintains constant vigilance to ensure the home does not revert to its previous state that would put this child's safety and placement at risk…. There seems to be a continuous struggle to determine what is in the best interest of [these children] if the mother's actions revert to her former behaviors and if the agency services are withdrawn…. This case has been open to the agency for over nine years and some progress has been noted; however, the agency continues to express concerns about the mother's ability to parent her children effectively.*

A more encouraging example of family functioning and resourcefulness was observed in another case story involving a cognitively challenged young mother whose case opened less than a year prior to the review:

> *[The young mother has] good family functioning and resourcefulness at this point. [She] does an admirable job of building on and using formal support systems. This includes her use of the services through vocational rehabilitation, her participation in parenting classes, and her extensive work with her peer parent…. [She] qualifies for vocational rehabilitation due to her low cognitive functioning and other issues. Despite these challenges, [she] has demonstrated a strong and increasing commitment to her identity as a parent and has seen how providing a safe and nurturing environment is a key to successful parenting. [She] enjoyed her parenting classes, reported learning a great deal, and attributes even more of her success to her relationship with her peer parent.*

System Performance

Child and Family Team/Coordination

The system performance indicator for child and family team/coordination declined very slightly from 79% last year to 75% in the current review. The fundamental importance of using child and family teams effectively was noted in many case stories. An encouraging example of teaming was noted in the following example:

> *There have been team meetings since the first week after the case opened. Meetings were also held every couple of months thereafter and before the transition home. Since that time, there have been almost weekly meetings, that are chaired, in many cases, by the family (who stated they look forward to the meetings) to monitor the progress of the family. For example, in the transition home, not only did the team meet to discuss the transition, but the former foster parents took it upon themselves to invite the family to dinner before the transition and to go over the expectations. Following the meeting the family called the school to let them know their child was going to be attending. [The parents] indicated that the team works well for them.... Because of the regular team meetings since this case opened up in April, the family indicated that they were aware of changes in the plan and felt a part of a planning process.*

Another case provided an example of the role of a team for a youth transitioning to adulthood:

> *The team has worked closely together over the last four years to help stabilize [this youth] emotionally, to help him graduate from high school, to enroll in college, to prepare him to live on his own and to develop... long-term relationships for [the youth] to fall back on when needed. Team participation has been positive as the caseworker has timed his home visits with the visits from [the therapist] so that the majority of the team was meeting at least once each month. The youth, his foster parents, and his therapist all felt as if they had input to the service plan, and that they are a meaningful part of the child and family team. This frequent and coordinated contact contributed to positive scores in the areas of child and family participation, child and family team and coordination, child and family planning process, plan implementation, and effective results.*

Another, less successful example reflected the "parts" for a team, but not a functional team able to address important family needs:

> *The proper people and most of the resources are in place for a well functioning team; however, the members cannot identify all other members...the teaming process is not established. There is not general agreement or knowledge of the primary contact person. There have been some meetings but not true family teaming processes. The parent is not fully involved in the teaming process, nor are other members involved in the development of the assessment, plan, and long-term view. The tutor and tracker had not known about each other prior to the review.*

Child and Family Assessment

Child and family assessment is one of the key pieces of the Practice Model that remains a challenge in the region. There was some decline on this indicator from 63% last year to 50% this year. Among the case stories, there were clear examples of both adequate and inadequate child and family assessments. An excerpt from a case story provides an example of a fragmented assessment process:

> *The child and family assessment process did identify some strengths and needs of the family but the focus seemed to be on [the mother's] substance abuse treatment and drug court. In October 2004, at the request of the Division, [the mother] was given a psychological evaluation.... The resulting diagnoses from this testing was that [the mother] has borderline personality disorder, adult antisocial behavior, and parent/child relational disorder. These significant mental health issues did not seem to have been brought up in child and family team meetings, are not mentioned in the child and family assessment, and are not addressed in the current family plan. Overt planning on how to help [the mother] deal with these issues may have helped the case go smoother and could help [the mother and daughter] have better long-term results.... Another major issue that seems to have been overlooked is a domestic violence history. The record indicates that DV issues were present in some of [the mother's] five failed marriages. This domestic violence history is not addressed by the team, not found in the child and family assessment or addressed in the family plan.*

Another example provides a picture of a more functional and responsive assessment process:

> *The team members appear to share an understanding of [this older adolescent]. They know the family's history and issues around neglect and alcoholism. They also know about the siblings and some of them were also working with the siblings. They understand the relationships between the siblings and [the adolescent], the mostly negative effect they have on her, and the pressure and guilt they seek to impose on her. A formal mental health assessment has been completed that identified attachment and mild depression as underlying issues. Team members were all aware of the need to process her mother's death, her history of neglect, sexual abuse, and the rape incident.... The therapist is working hard to keep therapy a positive experience for [this adolescent]. [The therapist] knows it may be a long time before she is willing to engage in therapy, and she wants to keep the doors open so that [the adolescent] will be more likely to reach out for help if she feels the need.*

Long-Term View

Long-term view is another important, but challenging part of the Practice Model that showed some decline this year, from 63% last year to 54% in the current review. One case story example shows both some of the risks of not having clarified all of the necessary steps for the long-term view, and the relationship between long-term view and the child and family assessment:

There was only one unfavorable system rating, long-term view. This was a high three and can move into the acceptable range with more detail added to the three-phase long-term view. The plan involves [an older adolescent] moving from the group home into a proctor home and into independent living in an apartment and enrollment in [a local college]. These are reasonable goals; what is needed is a specific set steps toward the last two goals. Everyone interviewed expressed concern that [the youth] will continue to make poor choices in boyfriends and spoil her future opportunities by those choices. She has demonstrated a great need for affection and acceptance, and she seemed poorly prepared for this aspect of adult life. The areas of assessment that needs strengthening is taking a deeper look into [the youth's] underlying needs. She has suffered the abandonment of her birth mother, sexual trauma…, and the loss of her father's undivided love and affection. Not surprisingly, she has reacted to these losses through the use of alcohol and other drugs and sexual promiscuity.

A different case story present some of the risks associated with too narrow a focus, once again associated with unanswered assessment questions:

The lack of understanding of the needs of the family make it difficult to establish a long-term view. What the family needs to know to remain stable and out of DCFS services is currently unknown. The focus of the team is on keeping the father off of drugs and alcohol. Some members of the team see the need for the father to complete a sexual evaluation and enter sex abuse treatment for the long-term safety and permanence of the children. There is also a concern for the [preschool age] girls and their [unusual] sophistication. What effect that might have on them and why they react as they do is unknown and not thought of from the long-term perspective. The current focus of the team seems to be on current events and future planning has not been worked through. In addition, there isn't a concurrent plan for this family.

Another case story provides insight into some of the key pieces of an acceptable long-term view:

The entire team is in harmony [with] the long-term view for [a disabled adolescent]. They feel that it is possible that [he] could live independently when he ages out of the system, but with a roommate and with DSPD monitoring them regularly. Hence, in the past five years [the youth] has been provided with intense services to not only address his special needs, but to teach him life skills on a daily basis to prepare him for this long-term view. [The youth] also desires to live independently once he ages out of the system. He stated that he wants to live with a roommate and named his best friend [name] as a possible candidate.

The acceptability of the long-term view depends more on the thorough development of practical steps to achieve functional independence, rather than the formality of the written plan:

The long-term view is not written. However, there is a universal informal understanding amongst the team of where this case is going. There are steps that addressed closing of

> *the [foster care case] and opening of the [protective services supervision] case, Mom paying her fine and completing drug court, money management, supervision and therapy. There was the need for health insurance and this has just been completed. In talking with all of the team members they stated that they believe that the plan will be successful and that the family has enough supports and understanding to live on their own.*

Summary

The 2006 QCR should provide some encouragement to the Eastern Region and also clear targets for work in the coming year. On the child and family status indicators, there was continuing overall improvement, with the overall child and family status score progressing from 92% to 100% this year. Even so, the crucial long-term lagging indicators within the child and family status indicators – prospects for permanency and family functioning and resourcefulness – are not at a level that bodes well for the children and families involved. The scores for these indicators actually regressed this year, not an unexpected result when the system performance indicators for child and family assessment and long-term view regressed. There is growing evidence that the longer term indicators of child and family status tend to correlate with the teaming, assessment, and long-term view indicators of system performance.

On the system performance indicators, the Eastern Region maintained good overall performance with an overall score of 88% this year, compared to a score of 92% last year. Five of the system performance indicators showed quite noticeable improvement – 12% to 16% -- over last year scores. Three scores showed some regression. There was a very small regression in the score for child and family teaming and coordination (from 79% to 75%), but the score continued to meet the exit criterion for core system performance indicators. The scores for child and family assessment, and long-term view, however, regressed by some 11% to 13% and remained below the exit criterion.

There may be a number of reasons that the QCR results for the region are mixed this year -- ranging from uncertainty related to administrative changes to transitions in the form, format, and training around assessment. Rather than speculate among potential reasons, it is probably more useful simply to apply the Practice Model principles and move forward. The region has functional strengths, noted earlier, and appears to be developing the quality of leadership and teamwork internally, and with the community, to set and achieve goals that will improve the important outcomes for children and families through strengthening a few focused aspects of system performance. Paying close attention in the coming year to teaming, assessment, and long-term view are likely to affect children's prospects for permanency and their families functioning and resourcefulness.

This year, in the Preliminary Results Report, the Office of Services Review provided content analysis related to two of the indicators of child and family status and system performance that showed substantial regression. This content analysis provides some focused look at issues that appeared to be in play in the cases that did not score acceptability. Content analysis of other low scoring indicators could be undertaken by the region with the support of the Office of Services

Review. This sort of content analysis is a helpful contribution; and the two pieces of content analysis provided by the Office of Services Review are reproduced here as examples:

Cases with Unacceptable Family Functioning
Eastern Region had only four cases with unacceptable Family Functioning. Three of these four cases also had unacceptable Child and Family Assessment and Long-Term View. Officially one case had a goal of Adoption, one had a goal Individualized Permanency and two had the goal of Remain Home, but in reality the cases with Adoption in Individualized Permanency goals were both reunification cases.

These two reunification cases had an important factor in common there was a barrier to acceptable Family Functioning, namely, the parent or potential stepparent did not want to children returned home. In case #11, the focus of the case changed from Adoption to Reunification just days before the review. Father had not been planning on reunification; he had been planning on starting a new family with his pregnant girlfriend. Other than visitation there had not been any services in place for him. In case #15, the mother did not want her delinquent child returned to her, so she is not seeking services. Because they did not want reunification the parents have not been motivated to achieve acceptable functioning, and services have either not been offered (because reunification services had been terminated) are not been accessed.

In the other two cases, the parents have limitations which are affecting their ability to achieve acceptable functioning. In case #21, the mother has mental health issues and is in denial about the conditions of her home and the truancy that brought the children into care. Two weeks prior to the review the family moved from a rural area to an urban area with the goal of living in an area where mental health and educational services are available. It is too soon to tell if having access to services will improve the families functioning. In case #23, the mother's "maturity level is insufficient to model changes in behavior" and she "has issues with cognitive functioning." Mental health, medical and casework services are in place for this family, but the mother's limited abilities are expected to require services long term. The reviewer's did suggest that formal and informal supports could be more effectively utilized, the team could function better, and there may be some potential for services to improve the family functioning, but the cases already been open for over nine years and most team members expect the family will need services indefinitely in order to function due to the mother's cognitive limitations.

Cases with Unacceptable Child and Family Assessment
Eastern Region had 12 cases with unacceptable scores on Child and Family Assessment. Ten of these 12 cases also had unacceptable score on Long-Term View. Five of the cases had unacceptable scores on teaming. The other seven cases had acceptable scores on teaming, but none scored higher than a 4 (minimally acceptable). The relationship between teaming assessment was evident in reviewer's comments as they referred to things that were not known by the team, team members needed more information, issues hadn't been brought up in team meetings, or there had been no analysis by the team of

strengths and needs. Six of the stories specifically mentioned lack of teaming as an issue leading to the unacceptable assessment.

OSR analyzed reviewer's comments to evaluate where they felt assessment was lacking. In five of the cases the reviewers primarily cited lack of assessment around the child (#13, #14, #15, #20, #22,), in three cases the lack of assessment was primarily around the parent (#2, #18, #23) and in three cases the lack of assessment involved but the child and the parent (#11, #19, #24).

There was a conversation between the reviewers, regional and state staff, and some community stakeholders during the exit conference about how to sustain and expand progress from that point forward. The region had two clear impressions about the situation: The first was that the region has experienced a turnaround and is going into the right direction, "building steam"; the second was that mentoring and training are the two essential keys to changing case practice.

VIII. Recommendations for Practice Refinement

At the conclusion of the week of QCRs, there is an opportunity for a conversation between the review team, regional staff, and community stakeholders about the strengths observed during the review process (see Section IV) and the opportunities for continued practice refinement. Because of the advancing state of practice in the region, there was a conscious effort to focus on a small number of issues with the greatest promise of contributing to continued improvement in practice and outcomes.

Practice Improvement Opportunities
 In an effort to focus the feedback toward those areas of practice that need to be strengthened, most of the practice improvement opportunities were organized around a few key topics expected to produce the greatest benefits.

Child and Family Team/Coordination
- Expand child and family team meetings to ensure that family, mental health, and schools are involved, as appropriate (E18, E20, E13, E7).
- Teaming can be strengthened through better sharing of information with case participants like the GAL, the nurse, and therapists (E7, E16, E19, E02).
- Some important partners could contribute more if they were included earlier in the case (E21, E15).

Child and Family Assessment:
- Reviewer's noted a need to assess underlying issues and record them in the assessment (E18, E14, E4,).
- Some potentially useful assessments were not completed on a timely basis (E7).
- More in-depth assessment of kinship placements could provide important information (E24).

- Better follow-up with assessment information would make the assessment process more functional (E24).
- Assessments can be strengthened to gain a better understanding of emotional health needs (E17).

Child and Family Planning Process
- It would be helpful to develop concurrent plans, particularly when there are potential disruptions (E18).
- In order for child and family assessments and long-term views to be functional and useful, they should be updated as conditions in the case change; and these changes should be reflected in an updated plan (E7).

Long-Term View
- It is helpful to remember that the long-term view extends beyond case closure. A useful question may be "What will sustain safety and independence when formal services are no longer a part of the picture?" (E24).
- The team can help develop not only the long-term view, but also the steps that will be necessary to achieve it (E14, E10, E15).

Formal and Informal Supports
- Some children and families could benefit from the development of more informal and formal supports, including broader networks of informal supports (E11, E09, E12, E17).
- Young people transitioning from foster care to independence require particular attention to their network of informal supports (E01).
- Cultural ties can be maintained or strengthened for Native American children when visitation with parents is safely supported, even when reunification services are no longer a part of the plan (E13).

Other Issues
- When it can be done safely, based on progress, consider moves to less restrictive placements (E10).
- Find ways to flag cases in which there are long delays between children being freed for adoption and adoption (E8).
- It is important to identify transitions; but it is also important to develop concrete plans and steps to help children and families make the transition successful (E02, E14, E01).

System Barriers

A substantial number of system barriers were noted during the review. Some of these are currently receiving attention and may be successfully addressed. The solution for other barriers observed may be less clear, and may require attention at administrative levels above the caseworkers and supervisors, or by the community. While this is a rather long list, system barriers are of concern to the region and will be noted in detail.
- Drug Court, while clearly helpful in many regards, may impose harsh consequences that complicate achieving important outcomes (E18).

- UA's are only available from 8 AM to 5 PM, and this may conflict with other important goals in a case (E18).
- The limited availability of respite care may have a negative impact on cases (E7).
- Delays in receiving important assessments from some mental health providers may stall decision-making (E7).
- Lack of specific resources have serious impact on outcomes; for example, group therapy for sex offenders (E16), educational services and mental health services (E21, E15), pressure to move or step down children for financial reasons (E12), limited tribal resources (E13), independent living services are unavailable at the Ute Family Center (E04).
- Progress in cases can be blocked by delays in obtaining BCI's (E08).
- Anticipated problems with ICPC delays and paperwork may drive case decisions (E11).
- The inability to access mental health services in a timely manner create additional challenges in cases (E20).
- Information sharing could be improved by obtaining releases for psychological evaluations "upfront" (E19).
- High staff turnover in the region presents challenges for families and other team members (E24).
- Additional supports for foster parents could strengthen cases (E09).
- Limited funding for substance abuse treatment narrows options that are likely to be successful (E09).
- More collaboration with team partners and the ILP could strengthen outcomes (E09, E14).
- The lack of specialized educational resources directly affect progress for children (E21).
- The lack of subsidy from guardianship placements can have a serious impact (E03).
- The UFC staff think that guardianship is discouraged (E04).

Recommendations

The recommendations that were discussed at any point are incorporated in the practice refinement opportunities outlined above, and will not be repeated.

Appendix – Milestone Trend Indicators

1. Number and percent of Home-Based child clients who came into Out-of-Home care within 12 months of Home-Based case closure. (Data is pulled one year prior in order to look 12 months forward)

	2nd QT 2003		3rd QT 2003		4th QT 2003		1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	10	3%	7	2%	14	4%	21	6%	21	6%	14	3%	14	4%	12	4%	15	5%
Salt Lake	15	4%	29	6%	14	2%	33	6%	32	6%	26	5%	29	5%	36	6%	32	6%
Western	12	8%	13	8%	2	1%	3	2%	3	2%	11	6%	1	1%	10	5%	9	6%
Eastern	8	9%	6	6%	7	6%	4	4%	3	3%	7	5%	8	5%	5	5%	4	4%
Southwest	5	7%	2	2%	9	10%	3	4%	2	1%	1	1%	0	0%	9	9%	5	6%
State	50	5%	57	5%	46	4%	64	5%	59	5%	59	4%	52	4%	72	6%	65	6%

2. Number and percent of children in Out-of-Home care who were victims of substantiated allegations of abuse and neglect by out-of-home parents, out-of-home care siblings, or residential staff. Please note that reported abuse may have occurred years prior to the disclosure

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	3	0.56%	5	0.91%	1	0.12%	3	0.62%	5	0.84%	2	0.31%	5	0.77%	0	n/a	1	0.15%
Salt Lake	1	0.08%	5	0.44%	3	0.19%	5	0.44%	2	0.17%	2	0.16%	0	n/a	0	n/a	1	0.09%
Western	0	n/a	3	0.95%	1	0.16%	1	0.30%	3	0.89%	3	0.81%	1	0.61%	3	0.46%	0	n/a
Eastern	0	n/a	0	n/a	1	0.58%	1	0.33%	2	0.72%	0	n/a	0	n/a	1	0.34%	1	0.34%
Southwest	0	n/a	1	0.59%	1	0.38%	1	0.44%	0	n/a	0	n/a	1	0.26%	0	n/a	0	n/a
State	4	0.16%	14	0.56%	7	0.20%	11	0.43%	12	0.48%	7	0.26%	7	0.26%	4	0.15%	3	0.11%

3. Number and percent of substantiated child victims with a prior Home-Based or Out-of-Home care case within the last 12 months.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	33	5%	44	5%	52	6%	51	7%	65	8%	27	4%	47	6%	33	4%	55	6%
Salt Lake	76	5%	80	3%	89	6%	74	4%	72	5%	62	4%	75	6%	90	7%	60	5%
Western	33	6%	13	3%	15	2%	14	3%	14	3%	27	5%	29	5%	46	8%	44	8%
Eastern	18	7%	15	9%	17	10%	14	6%	10	7%	13	9%	7	4%	17	9%	24	12%
Southwest	4	2%	7	3%	15	6%	10	3%	14	6%	13	4%	20	6%	18	5%	14	5%
State	162	5%	152	5%	188	5%	163	5%	175	5%	141	5%	178	5%	204	6%	197	6%

4. Number and percent of substantiated child victims with a prior CPS substantiated allegation within the last 12 months.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	112	15%	99	13%	98	12%	119	16%	109	13%	74	10%	95	12%	109	13%	137	16%
Salt Lake	177	12%	196	12%	234	16%	199	12%	214	14%	200	14%	224	16%	164	12%	146	12%
Western	80	14%	74	14%	82	13%	59	11%	82	15%	73	14%	87	15%	85	15%	90	16%
Eastern	32	13%	28	17%	27	16%	49	22%	20	13%	18	12%	23	12%	23	12%	27	13%
Southwest	33	13%	39	16%	24	9%	46	16%	24	10%	43	13%	64	19%	39	11%	45	15%
State	435	13%	436	13%	465	13%	472	14%	449	14%	408	13%	493	15%	419	13%	445	14%

5. Number and percent of children in care for at least one year that attained permanency through case closure prior to 24 months of custody. (Data is pulled two years prior in order to look 24 months forward)

	2nd QT 2002		3rd QT 2002		4th QT 2002		1st QT 2003		2nd QT 2003		3rd QT 2003		4th QT 2003		1st QT 2004		2nd QT 2004	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	13	54%	15	56%	18	69%	24	56%	7	39%	19	58%	27	71%	23	56%	14	56%
Salt Lake	41	55%	46	60%	43	56%	39	56%	23	50%	29	44%	54	59%	68	76%	37	58%
Western	12	57%	18	78%	16	57%	9	38%	13	54%	23	92%	12	46%	3	33%	7	30%
Eastern	3	20%	10	50%	10	56%	12	80%	4	19%	6	29%	3	18%	11	58%	12	52%
Southwest	8	67%	4	80%	4	100%	2	50%	4	80%	6	67%	7	70%	9	75%	8	80%
State	77	53%	93	61%	91	59%	86	55%	51	45%	83	54%	103	57%	114	67%	78	54%

6. Number and percent of children who entered Out-of-Home care who attained permanency through custody termination within one year. (Data is pulled one year prior in order to look 12 months forward)

	2nd QT 2003		3rd QT 2003		4th QT 2003		1st QT 2004		2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	90	83%	107	76%	91	71%	96	70%	77	76%	88	62%	111	69%	87	69%	74	66%
Salt Lake	70	60%	105	61%	150	62%	95	51%	105	62%	132	61%	130	62%	100	62%	140	63%
Western	39	62%	49	65%	17	40%	35	80%	26	53%	30	44%	29	58%	28	50%	34	57%
Eastern	36	63%	37	64%	35	67%	46	69%	51	69%	22	69%	21	62%	29	67%	18	69%
Southwest	17	77%	23	72%	14	58%	22	65%	28	74%	34	81%	27	73%	20	71%	18	75%
State	252	69%	321	67%	307	63%	294	63%	287	67%	306	62%	318	65%	264	63%	284	64%

7. Number and Percent of children with prior custody episodes within 6, 12, and 18 months.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	7	7%	13	9%	20	13%	12	9%	16	14%	8	7%	18	12%	6	5%	10	8%
	11	11%	15	11%	30	19%	15	12%	17	15%	15	13%	20	14%	11	8%	18	15%
	15	15%	15	11%	30	19%	17	13%	17	15%	18	15%	22	15%	13	10%	20	16%
Salt Lake	6	4%	13	7%	16	8%	7	4%	13	6%	11	5%	20	10%	10	5%	12	6%
	12	7%	20	10%	17	9%	8	5%	22	11%	17	8%	26	13%	20	10%	18	10%
	19	11%	20	10%	17	9%	3	6%	24	12%	20	9%	30	16%	22	11%	21	11%
Western	0	0%	0	n/a	4	8%	3	5%	4	7%	4	5%	1	2%	0	n/a	4	5%
	1	2%	3	5%	5	10%	4	7%	6	10%	6	8%	3	6%	2	2%	9	12%
	3	6%	5	8%	5	10%	7	13%	6	10%	7	9%	4	8%	2	2%	9	12%
Eastern	8	11%	2	6%	1	3%	5	12%	2	8%	4	8%	2	4%	5	12%	1	2%
	9	12%	5	15%	3	9%	9	22%	6	25%	5	10%	4	8%	10	24%	2	5%
	13	6%	5	15%	3	9%	9	22%	6	25%	5	10%	5	10%	10	24%	5	12%
Southwest	0	0%	2	5%	2	5%	1	4%	0	n/a	0	n/a	2	7%	0	n/a	3	5%
	0	0%	2	5%	2	5%	2	1%	1	4%	1	2%	3	11%	0	n/a	3	5%
	0	0%	2	5%	2	5%	2	1%	1	4%	1	2%	3	11%	4	9%	4	7%
State	21	5%	30	6%	43	9%	28	7%	35	8%	27	5%	43	9%	21	4%	30	6%
	33	8%	45	9%	57	12%	38	9%	52	12%	44	8%	56	12%	43	8%	50	10%
	50	12%	47	10%	57	12%	43	11%	54	13%	51	10%	64	14%	51	10%	59	12%

Qualitative Case Review Findings—Review Conducted March 6-10, 2006

8. Average months in care of cohorts of children in out-of-home care by goal, ethnicity and sex. Workers have 45 days to establish a goal and enter it in SAFE. Cases that were closed prior to a goal being established are not reported under this trend.

Average length of stay of children in custody by goal.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo
Adoption																		
Northern	20	20	16	19	13	21	15	13	11	17	15	16	23	14	20	19	32	21
Salt Lake	55	20	25	21	31	24	23	21	41	24	44	16	48	23	31	20	51	15
Western	11	19	8	12	9	10	4	10	6	21	3	41	5	15	20	21	8	23
Eastern	6	25	7	18	6	10	4	20	7	12	0	n/a	9	16	6	21	3	13
Southwest	3	19	8	15	11	9	2	4	4	13	16	19	2	10	7	10	11	11
State	95	20	64	18	70	18	48	17	69	21	78	18	87	19	84	19	105	17
Guardianship																		
Northern	3	8	1	4	1	6	0	n/a	1	6	0	n/a						
Salt Lake	12	19	4	25	12	13	6	24	10	38	0	n/a						
Western	4	17	1	1	6	19	3	11	2	21	0	n/a			*Obsolete			
Eastern	1	12	2	28	1	13	3	34	2	8	0	n/a						
Southwest	2	15	2	8	0	n/a	3	3	0	n/a	0	n/a						
State	22	16	10	18	20	15	15	19	15	29	0	n/a						
Guardianship with Relative																		
Northern											0	n/a	1	17	1	8	11	8
Salt Lake											7	8	10	11	4	10	10	7
Western											2	7	2	11	3	11	1	16
Eastern											2	8	2	11	2	13	1	23
Southwest											0	n/a	0	n/a	3	1	0	n/a
State											11	7	15	11	13	9	23	9
Guardianship Non-Relative																		
Northern											0	n/a	2	19	0	n/a	0	n/a
Salt Lake											0	n/a	2	41	2	17	5	28
Western											0	n/a	0	n/a	0	n/a	1	11
Eastern											0	n/a	1	2	0	n/a	0	n/a
Southwest											0	n/a	0	n/a	0	n/a	0	n/a
State											0	n/a	5	24	2	17	6	25
Independent Living																		
Northern	8	34	6	42	7	18	7	42	2	34	2	83						
Salt Lake	15	31	11	34	20	31	9	40	4	30	2	45						
Western	6	16	2	25	5	24	8	26	1	18	0	n/a			*Obsolete			
Eastern	3	59	6	47	12	35	6	16	3	57	0	n/a						
Southwest	2	37	2	72	3	25	1	15	0	n/a	0	n/a						
State	34	32	27	41	47	29	31	31	10	38	4	64						
Individualized Permanency Plan																		
Northern	3	5	2	12	10	32	4	41	8	51	12	33	17	43	13	44	15	50
Salt Lake	6	37	5	31	7	23	29	43	25	42	29	26	31	50	26	49	23	32
Western	5	35	1	80	1	7	5	42	9	40	6	31	9	27	8	36	10	35

*The Goal "Guardianship" has been obsoleted and replaced with two more descriptive goals of "Guardianship with Relative" and "Guardianship with Non-Relative" in order to define case plans and identify working with relatives.

Eastern	6	61	5	50	8	46	1	6	3	16	5	30	9	42	17	48	2	39
Southwest	2	12	0	n/a	2	40	5	23	6	30	7	26	6	36	1	7	4	38
State	22	36	13	39	28	33	44	40	51	40	59	28	72	44	65	45	54	38
Reunification with Parents/Primary Caregivers (Previously Return Home)																		
Northern	51	7	35	8	45	6	50	9	29	8	56	10	40	7	46	9	32	8
Salt Lake	78	10	77	7	81	8	102	10	87	9	80	8	89	8	88	9	67	7
Western	20	7	28	10	29	8	25	8	14	7	20	10	22	7	43	9	20	8
Eastern	21	5	18	6	13	6	33	7	24	9	6	13	27	7	14	8	20	9
Southwest	11	7	8	15	12	8	30	8	7	4	14	9	11	7	17	7	19	8
State	181	8	166	8	181	7	240	9	161	8	176	9	189	7	208	8	158	8

Average length of stay of children in custody by ethnicity. Data is average number of months.

	2nd QT-04		3rd QT-04		4th QT-04		1st QT-05		2nd QT-05		3rd QT-05		4th QT-05		1st QT-06		2nd QT-06	
	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo	Number	Avg Mo
African American																		
Northern	13	5	3	7	3	12	8	10	5	5	4	26	13	7	11	7	9	20
Salt Lake	3	10	8	5	14	5	9	21	8	22	11	12	18	14	15	15	10	8
Western	2	13	1	7	1	22	3	11	0	n/a	2	23	5	10	0	n/a	0	n/a
Eastern	0	n/a	1	100	1	6	3	7	0	n/a	0	n/a	2	1	1	94	0	n/a
Southwest	0	n/a	0	n/a	1	35	0	n/a	1	2	2	46	0	n/a	0	n/a	0	n/a
State	18	7	13	13	20	8	23	14	14	20	19	19	38	11	27	15	19	14
American Indian/Alaska Native																		
Northern	7	5	2	10	5	3	5	9	1	8	12	13	11	4	5	10	1	14
Salt Lake	8	23	7	5	7	7	12	16	8	7	11	20	2	12	7	8	8	6
Western	3	25	3	13	2	8	5	12	0	n/a	1	8	2	12	3	36	2	19
Eastern	8	48	6	40	7	44	6	8	6	33	1	0	9	22	5	14	3	26
Southwest	4	6	2	12	4	18	1	0	2	11	7	20	3	2	0	n/a	3	13
State	30	23	20	18	25	18	29	12	17	17	32	16	27	11	20	14	17	13
Asian																		
Northern	3	2	0	n/a	0	n/a	0	n/a	1	1	1	1	2	4	1	10	2	13
Salt Lake	1	44	2	21	7	11	3	9	1	6	0	n/a	5	15	0	n/a	3	34
Western	0	n/a	0	n/a	0	n/a	1	47	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Eastern	0	n/a	1	6	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	9
Southwest	0	n/a	1	4	0	n/a	0	n/a	1	2	0	n/a	0	n/a	0	n/a	0	n/a
State	4	13	4	13	7	11	4	19	3	3	1	1	7	12	1	10	6	23
Caucasian																		
Northern	99	9	90	9	123	8	108	9	78	11	112	11	99	14	91	14	101	17
Salt Lake	173	15	140	11	155	14	164	17	170	18	181	12	182	17	172	15	148	13
Western	41	14	40	11	53	9	39	15	35	18	34	15	33	14	70	14	45	15
Eastern	35	12	35	14	35	18	42	11	40	9	20	14	44	12	36	25	29	8
Southwest	18	13	26	13	26	8	46	9	17	14	35	13	16	18	32	6	35	11
State	366	13	331	11	392	11	399	13	340	15	382	12	372	15	401	15	358	14
Hispanic																		
Northern	32	5	27	5	44	3	32	5	27	5	37	8	41	13	39	10	36	16
Salt Lake	63	10	53	13	48	12	63	10	53	13	62	10	65	10	61	9	53	10
Western	7	10	2	1	12	9	7	10	2	1	5	8	6	16	24	12	9	13

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Eastern	6	9	8	6	4	20	6	9	8	6	8	21	13	10	7	36	4	7
Southwest	17	8	1	9	7	8	17	8	1	9	1	15	0	n/a	2	4	4	11
State	125	8	91	10	115	8	125	8	91	10	113	10	125	12	133	11	106	12
Cannot Determine																		
Northern	4	19	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	2
Salt Lake	1	10	0	n/a	0	n/a	1	1	0	n/a	0	n/a	0	n/a	0	n/a	1	6
Western	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	2
Eastern	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
Southwest	0	n/a	0	n/a	2	3	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a
State	5	17	0	n/a	2	3	1	n/a	0	n/a	0	n/a	0	n/a	0	n/a	3	3
Pacific Islander																		
Northern	2	<1	0	n/a	0	n/a	0	n/a	1	38	2	13	2	9	3	4	0	n/a
Salt Lake	4	11	1	13	2	16	2	22	5	5	0	n/a	7	5	1	6	0	n/a
Western	1	2	4	14	2	22	1	16	0	n/a	0	n/a	1	8	4	11	1	4
Eastern	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	0	n/a	1	3	0	n/a	0	n/a
Southwest	0	n/a	0	n/a	1	9	0	n/a	0	n/a	1	14	4	4	1	1	0	n/a
State	7	7	5	14	5	12	3	20	6	11	3	13	15	5	9	7	1	4

Average number of months children in custody by sex

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Northern	10	8	10	8	7	8	11	8	10	12	12	11	11	13	14	10	16	18
Salt Lake	16	14	12	9	15	13	17	18	21	15	12	12	15	17	12	17	14	12
Western	17	12	12	10	9	10	10	21	20	16	20	10	11	14	10	19	17	11
Eastern	20	17	11	24	26	16	13	8	15	9	11	14	17	12	17	33	9	10
Southwest	15	7	7	17	13	8	9	9	11	15	12	17	9	18	7	5	12	9
State	15	11	11	12	13	11	13	13	17	14	13	12	14	15	14	15	14	13

9. Percent of CPS investigations initiated within the time period mandated by state or local statute, regulation, or policy.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time	Total Number	Percent on Time
Northern																		
Priority 1	3	100%	2	100%	1	0%	n/a*	n/a*	2	100%	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*	n/a*
Priority 2	249	94%	296	93%	302	91%	254	93%	307	94%	269	94%	345	97%	269	97%	269	95%
Priority 3	779	77%	774	78%	912	74%	817	75%	875	81%	855	82%	938	81%	972	81%	944	85%
Priority 4	168	83%	188	88%	224	81%	172	84%	171	87%	143	87%	53	89%	1	100%		
Salt Lake																		
Priority 1	22	82%	23	87%	19	89%	20	85%	20	95%	29	93%	17	100%	27	93%	16	94%
Priority 2	375	92%	375	91%	422	92%	333	91%	380	89%	330	95%	422	91%	294	92%	389	94%
Priority 3	1600	70%	1611	74%	1820	73%	1780	70%	1794	72%	1628	74%	1951	76%	2000	75%	1837	79%
Priority 4	406	75%	378	76%	363	83%	390	81%	331	84%	335	83%	115	81%	2	0%		
Western																		
Priority 1	15	93%	20	80%	24	92%	21	95%	14	93%	16	94%	16	94%	13	100%	9	100%
Priority 2	82	82%	96	91%	108	85%	57	86%	104	94%	103	92%	110	90%	63	97%	97	90%

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Priority 3	489	70%	490	57%	546	78%	468	75%	501	74%	496	83%	640	83%	656	81%	609	87%
Priority 4	119	70%	5	60%	135	75%	146	80%	127	74%	132	81%	53	72%	5	80%		
Eastern																	
Priority 1	19	79%	10	90%	9	78%	5	100%	12	83%	4	75%	14	86%	8	89%	2	100%
Priority 2	43	86%	40	73%	46	83%	34	88%	32	94%	26	85%	37	92%	28	88%	24	88%
Priority 3	275	79%	248	81%	234	85%	250	80%	223	85%	236	83%	267	82%	204	83%	256	87%
Priority 4	18	61%	12	92%	8	63%	12	75%	7	86%	8	88%	2	100%	0	n/a*		
Southwest																	
Priority 1	16	75%	16	88%	23	91%	13	77%	13	92%	16	81%	18	89%	7	100%	15	100%
Priority 2	31	84%	49	90%	47	91%	47	94%	53	91%	43	98%	35	91%	32	97%	37	100%
Priority 3	300	84%	290	87%	308	85%	345	80%	295	84%	317	90%	399	85%	389	86%	363	89%
Priority 4	91	90%	73	90%	80	94%	85	80%	84	86%	39	79%	17	94%	0	n/a*		
State																	
Priority 1	75	83%	68	88%	76	88%	59	88%	61	92%	65	89%	65	92%	56	95%	41	98%
Priority 2	785	91%	865	91%	929	90%	726	91%	879	92%	772	94%	952	93%	691	94%	766	94%
Priority 3	3447	73%	3385	77%	3826	76%	3669	74%	3691	76%	3532	79%	4203	80%	4267	79%	3339	83%
Priority 4	803	77%	758	81%	812	82%	806	81%	722	83%	657	83%	242	82%	8	63%		

*n/a indicates no priority 1 referrals.   Priority 4 was discontinued.

10. Percent of children experiencing fewer than three placement changes within an Out-of-Home Care service episode.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	81	64%	70	74%	92	71%	82	70%	60	71%	77	64%	82	69%	79	68%	67	62%
Salt Lake	79	42%	95	62%	101	57%	82	43%	86	46%	103	53%	120	57%	105	52%	101	59%
Western	31	66%	33	72%	39	70%	27	59%	20	57%	23	62%	19	49%	50	65%	30	61%
Eastern	25	57%	28	65%	24	56%	31	63%	26	58%	12	57%	40	77%	26	59%	25	78%
Southwest	10	45%	19	68%	23	68%	36	77%	14	70%	29	67%	18	78%	36	70%	31	79%
State	226	53%	245	67%	279	63%	258	57%	206	56%	244	67%	279	63%	286	62%	255	64%

11. Number and percent of children in placement by order of restrictiveness. Point-in-time: last day of the report period.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Residential Treatment																	
Northern	44	11%	47	10%	73	12%	86	14%	86	14%	78	15%	68	13%	77	14%	70	13%
Salt Lake	128	14%	131	14%	252	22%	237	21%	231	20%	130	13%	120	13%	112	12%	107	11%
Western	24	10%	33	12%	50	15%	57	18%	47	14%	38	11%	35	10%	42	12%	43	12%
Eastern	25	9%	27	10%	42	13%	39	13%	36	13%	25	10%	23	9%	19	8%	25	10%
Southwest	8	6%	9	6%	16	10%	16	10%	14	10%	11	25%	10	7%	16	10%	19	11%
State	229	11%	247	12%	433	17%	435	17%	414	17%	282	13%	256	11%	266	12%	264	11%
Group Home																	
Northern	5	1%	7	2%	23	4%	18	3%	15	3%	9	2%	13	2%	10	2%	11	2%
Salt Lake	66	7%	72	7%	134	12%	121	11%	97	8%	49	5%	56	6%	43	5%	47	5%
Western	4	2%	3	1%	4	1%	8	2%	6	2%	5	2%	6	2%	6	2%	8	2%
Eastern	8	3%	10	4%	11	4%	5	2%	4	1%	7	3%	10	4%	10	4%	8	3%
Southwest	5	4%	2	1%	9	5%	7	4%	7	5%	2	2%	1	1%	2	1%	0	0%

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	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
State	88	4%	94	4%	181	7%	159	6%	129	5%	72	3%	86	4%	71	3%	74	3%
Therapeutic/Treatment Foster Homes																		
Northern	146	36%	166	37%	198	33%	200	33%	197	33%	143	28%	151	28%	150	27%	156	28%
Salt Lake	224	24%	226	23%	297	26%	270	24%	265	23%	254	26%	248	26%	257	27%	254	26%
Western	95	38%	104	39%	131	40%	129	40%	123	37%	109	33%	106	31%	113	33%	107	29%
Eastern	103	36%	101	36%	128	41%	118	39%	104	38%	92	35%	88	34%	87	34%	100	38%
Southwest	31	25%	41	29%	50	30%	50	31%	42	31%	33	25%	35	25%	31	20%	28	17%
State	599	30%	638	30%	804	31%	768	30%	731	29%	631	28%	628	28%	638	28%	645	28%
Family Foster Home																		
Northern	182	45%	206	46%	352	59%	349	58%	332	56%	236	46%	260	48%	259	47%	258	47%
Salt Lake	421	45%	451	47%	621	54%	602	53%	611	53%	463	47%	438	46%	439	46%	453	47%
Western	116	46%	119	44%	167	52%	161	50%	178	53%	165	50%	154	45%	165	48%	176	48%
Eastern	143	50%	139	20%	172	55%	162	54%	142	51%	131	50%	129	50%	132	52%	124	48%
Southwest	77	62%	79	56%	103	62%	94	59%	82	61%	75	57%	85	60%	90	58%	109	65%
State	939	47%	994	47%	1415	55%	1368	54%	1345	54%	1070	48%	1066	48%	1085	48%	1120	49%
Other																		
Northern	20	5%	14	3%	38	6%	60	10%	72	12%	50	10%	49	9%	53	10%	53	10%
Salt Lake	79	8%	78	8%	159	14%	167	15%	192	17%	89	9%	94	10%	99	11%	98	10%
Western	12	5%	10	4%	31	10%	42	13%	41	12%	14	4%	38	11%	16	5%	30	8%
Eastern	7	2%	0	0%	12	4%	18	6%	13	5%	5	2%	6	2%	5	2%	3	1%
Southwest	4	3%	8	6%	16	10%	30	19%	23	17%	11	8%	11	8%	15	10%	12	7%
State	122	6%	110	5%	256	10%	317	13%	341	14%	169	8%	198	9%	188	8%	196	9%

12. Number and percent of all children younger than five years at entry who exit custody in year and who did not attain permanency within six months by closure reason.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Adoption final																		
Northern	12	60%	11	58%	10	71%	15	71%	7	47%	13	62%	13	62%	18	62%	22	71%
Salt Lake	40	78%	18	51%	22	79%	10	33%	27	69%	32	84%	28	64%	19	53%	30	86%
Western	3	75%	9	69%	8	80%	4	50%	3	33%	0	0%	4	40%	12	50%	6	67%
Eastern	2	25%	2	67%	2	29%	3	33%	2	20%	0	0%	6	55%	3	50%	1	20%
Southwest	2	67%	7	100%	6	67%	0	0%	4	80%	9	64%	1	100%	2	67%	7	70%
State	59	69%	47	61%	48	70%	32	43%	43	55%	54	65%	52	60%	54	55%	66	73%
Reunification																		
Northern	2	10%	5	26%	3	21%	5	24%	6	40%	6	29%	7	33%	8	28%	9	29%
Salt Lake	4	8%	15	43%	5	18%	15	50%	8	21%	5	13%	9	20%	14	39%	4	12%
Western	0	0%	4	31%	1	10%	3	38%	5	56%	4	50%	6	60%	12	50%	2	22%
Eastern	3	38%	0	0%	5	71%	5	56%	8	80%	1	50%	4	36%	2	33%	3	60%
Southwest	1	33%	0	0%	2	22%	5	83%	1	20%	5	36%	0	0%	1	33%	3	30%
State	10	12%	24	31%	16	24%	33	45%	28	36%	21	25%	26	30%	37	38%	21	23%
Custody Returned to Relative/Guardian																		
Northern	6	30%	3	16%	1	7%	1	5%	2	13%	2	10%	1	5%	2	7%	0	0%
Salt Lake	5	10%	2	6%	1	4%	4	13%	3	8%	0	0%	4	9%	1	3%	0	0%
Western	1	25%	0	0%	0	0%	1	13%	1	11%	4	50%	0	0%	0	0%	1	11%
Eastern	1	13%	1	33%	0	0%	0	0%	0	0%	1	50%	0	0%	1	17%	1	20%

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	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Southwest	0	0%	0	0%	1	11%	1	17%	0	0%	0	0%	0	0%	0	0%	0	0%
State	13	15%	6	8%	3	4%	7	9%	6	8%	7	8%	5	6%	4	41%	2	2%
Custody to Foster Parent																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%	0	0%
Salt Lake	2	4%	0	0%	0	0%	0	0%	0	0%	1	3%	2	5%	0	0%	1	3%
Western	0	0%	0	0%	1	10%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	13%	0	0%	0	0%	1	11%	0	0%	0	0%	1	9%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	3	3%	0	0%	1	1%	1	1%	0	0%	1	1%	3	3%	1	1%	0	0%
Death																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	1	3%	0	0%	0	0%	0	0%	1	3%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	13%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	1	1%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%	1	1%	0	0%
Age of Majority																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	2%	1	3%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	13%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%	1	1%	0	0%

13. Number and percent of all children exiting custody in year who did not attain permanency within six months by closure reason.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st QT 2005		2nd QT 2005		3rd QT 2005		4th QT 2005		1st QT 2006		2nd QT 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Adoption final																		
Northern	22	42%	18	41%	13	29%	17	31%	12	31%	18	27%	23	36%	25	40%	30	44%
Salt Lake	55	43%	23	27%	33	32%	22	20%	43	37%	45	42%	41	34%	30	27%	45	43%
Western	10	30%	10	33%	10	29%	6	17%	6	21%	2	8%	5	18%	19	33%	10	33%
Eastern	4	19%	7	29%	4	13%	4	11%	2	7%	0	0%	7	23%	6	17%	3	13%
Southwest	4	27%	7	54%	7	35%	1	4%	4	36%	17	47%	2	18%	4	33%	11	44%
State	95	38%	65	33%	67	29%	50	19%	67	30%	82	33%	78	31%	84	30%	99	39%
Emancipation																		
Northern	1	2%	7	16%	9	20%	7	13%	6	15%	10	15%	8	13%	8	13%	8	12%
Salt Lake	9	7%	10	12%	15	15%	30	27%	20	17%	23	22%	26	22%	15	13%	10	10%
Western	5	15%	3	10%	5	14%	10	28%	7	25%	2	8%	9	32%	5	9%	7	23%
Eastern	3	14%	3	13%	11	35%	7	19%	4	14%	3	23%	6	20%	16	46%	1	4%
Southwest	3	20%	2	15%	4	20%	1	4%	2	18%	5	14%	2	27%	1	8%	3	12%
State	21	8%	25	13%	44	19%	55	21%	39	17%	43	17%	51	21%	45	16%	29	12%
Reunification with Parent(s)/Primary Caregiver(s)																		
Northern	16	31%	14	32%	14	31%	20	37%	12	31%	28	42%	19	30%	19	31%	20	29%
Salt Lake	33	26%	41	49%	35	34%	44	39%	28	24%	18	17%	30	25%	44	39%	20	19%
Western	11	33%	16	53%	11	31%	10	28%	12	43%	12	50%	12	43%	30	52%	7	23%

Eastern	5	24%	5	21%	10	32%	20	56%	20	71%	3	23%	12	40%	7	20%	17	74%
Southwest	6	40%	1	8%	8	40%	19	83%	3	27%	11	31%	4	36%	7	58%	9	36%
State	71	28%	77	39%	78	33%	113	43%	75	34%	72	29%	77	31%	107	38%	73	29%
Custody to relative/guardian																		
Northern	9	17%	4	9%	3	7%	6	11%	7	18%	8	12%	2	3%	3	5%	3	4%
Salt Lake	19	15%	4	5%	7	7%	8	7%	7	6%	7	7%	10	8%	9	8%	11	10%
Western	5	15%	0	0%	4	11%	6	17%	2	7%	6	25%	1	4%	2	3%	3	10%
Eastern	2	10%	3	13%	4	13%	1	3%	0	0%	3	23%	0	0%	5	14%	2	9%
Southwest	1	7%	2	15%	1	5%	2	9%	1	9%	3	8%	0	0%	0	0%	2	8%
State	36	14%	13	7%	19	8%	23	9%	17	8%	27	11%	13	5%	19	7%	21	8%
Custody to youth corrections																		
Northern	0	0%	0	0%	5	11%	3	6%	1	3%	0	0%	8	13%	4	6%	0	0%
Salt Lake	5	4%	4	5%	5	5%	6	5%	7	6%	6	6%	5	4%	8	7%	0	0%
Western	0	0%	0	0%	2	6%	1	3%	1	4%	0	0%	0	0%	1	2%	0	0%
Eastern	1	4%	3	13%	2	7%	0	0%	1	4%	3	23%	1	3%	1	3%	0	0%
Southwest	0	0%	1	8%	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%
State	6	3%	8	4%	14	6%	11	4%	10	4%	9	4%	14	6%	14	5%	0	0%
Custody to foster parent																		
Northern	1	2%	0	0%	0	0%	0	0%	0	0%	2	3%	0	0%	2	3%	2	3%
Salt Lake	3	2%	1	1%	3	3%	1	1%	3	3%	2	2%	3	3%	5	4%	8	8%
Western	2	6%	0	0%	2	6%	0	0%	0	0%	0	0%	0	0%	0	0%	1	3%
Eastern	3	14%	0	0%	0	0%	3	8%	1	4%	0	0%	3	10%	0	0%	0	0%
Southwest	1	7%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%	0	0%	0	0%
State	10	4%	1	1%	5	2%	4	2%	5	2%	4	2%	6	2%	7	3%	11	4%
Death																		
Northern	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%	1	1%	0	0%
Western	0	0%	0	0%	1	3%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	1	5%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	2	1%	0	0%	1	<1%	1	<1%	0	0%	0	0%	0	0%	1	1%	0	0%
Non-petitional release																		
Northern	0	0%	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Child Ran Away																		
Northern	0	0%	0	0%	1	2%	1	2%	1	3%	1	1%	4	6%	0	0%	3	4%
Salt Lake	5	4%	1	1%	5	5%	0	0%	8	7%	6	6%	4	3%	1	1%	6	6%
Western	0	0%	1	3%	0	0%	2	6%	0	0%	1	4%	1	4%	1	2%	0	0%
Eastern	0	0%	2	8%	0	0%	1	3%	0	0%	1	8%	1	3%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%
State	0	0%	4	2%	6	3%	4	2%	9	4%	9	4%	11	4%	2	1%	9	4%
Voluntary custody terminated																		

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	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	1%
Salt Lake	0	0%	0	0%	0	0%	0	0%	1	1%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	1	3%	0	0%	1	4%	0	0%	0	0%	0	0%
Eastern	0	0%	1	4%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%	0	0%	0	0%
State	0	0%	1	1%	0	0%	1	>1%	1	<1%	1	<1%	1	<1%	0	0%	1	1%

14. Number and percent of children age 18 or older, exiting care by education level.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		4th Qt 2005		1st Qt 2006		2nd Qt 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Attending School																		
Northern	0	0%	3	38%	2	20%	1	13%	0	0%	2	17%	3	23%	1	13%	2	18%
Salt Lake	8	62%	3	27%	1	6%	2	6%	0	0%	3	13%	3	13%	6	38%	2	12%
Western	2	33%	2	50%	0	0%	1	10%	0	0%	1	33%	0	0%	3	60%	1	13%
Eastern	0	0%	1	17%	5	42%	0	0%	3	43%	1	33%	2	33%	7	41%	0	0%
Southwest	1	50%	1	50%	1	25%	1	33%	0	33%	1	20%	3	75%	1	100%	2	50%
State	11	42%	10	32%	9	19%	5	9%	3	9%	8	17%	11	19%	18	38%	7	18%
Graduated																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	1	9%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	1	10%	1	14%	0	0%	0	0%	0	0%	2	25%
Eastern	0	0%	1	17%	0	0%	3	50%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	1	3%	0	0%	4	7%	1	2%	0	0%	0	0%	0	0%	3	8%
Not in School*																		
Northern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Lake	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Data Not Entered in System																		
Northern	2	100%	5	63%	8	80%	7	88%	6	100%	10	83%	10	77%	7	88%	8	73%
Salt Lake	6	46%	8	73%	16	94%	29	94%	20	100%	21	88%	21	88%	10	63%	15	88%
Western	4	67%	2	50%	5	100%	8	80%	6	86%	2	67%	10	100%	2	40%	5	63%
Eastern	3	100%	4	67%	7	58%	3	50%	4	57%	2	67%	4	67%	10	59%	0	0%
Southwest	1	50%	1	50%	3	75%	2	67%	2	67%	4	80%	1	25%	0	0%	2	50%
State	16	62%	20	65%	9	81%	49	84%	38	88%	39	83%	46	81%	29	62%	30	75%

*Not in school means dropped out, suspended or expelled.

15. Number of children in custody who are legally freed for adoption and the percent who are placed in an adoptive home within six months.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		4th Qt 2005		1st Qt 2006		2nd Qt 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	18	22%	16	19%	2	14%	14	14%	14	7%	18	11%	17	29%	22	41%	23	52%
Salt Lake	40	20%	33	12%	4	15%	23	30%	15	13%	24	25%	29	21%	22	14%	24	13%

Eastern Region Report

Western	1	0%	1	0%	0	0%	1	0%	1	0%	1	0%	7	57%	5	40%	4	0%
Eastern	8	13%	3	0%	1	17%	4	25%	3	0%	3	0%	5	0%	3	33%	3	33%
Southwest	5	20%	3	33%	1	50%	2	50%	3	33%	1	0%	1	0%	2	0%	2	0%
State	72	19%	56	14%	8	16%	44	25%	39	11%	47	17%	59	25%	54	28%	56	29%

16. Number and Percent of adoption placements that disrupt before finalization.

	2nd QT 2004		3rd QT 2004		4th QT 2004		1st Qt 2005		2nd Qt 2005		3rd Qt 2005		4th Qt 2005		1st Qt 2006		2nd Qt 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Northern	0	0%	0	0%	0	0%	1	4%	0	0%	0	0%	5	11%	0	0%	0	0%
Salt Lake	1	1%	1	2%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Western	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Eastern	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Southwest	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
State	1	1%	1	1%	0	0%	1	1%	0	0%	0	0%	5	4%	0	0%	0	0%